

Sales Management



—United Air Lines

No, this isn't the way a man looks after he has swallowed a canary.

That happy look comes from doing a good job for your country.

The man is Harold Crary, vice-president in charge of traffic and advertising of the United Air Lines, and he stands beside a small mountain of discarded copper and zinc cuts.

The files in United's general offices in Chicago disgorged 1,700 pounds of these essential metals. Each old cut was measured by the strict standard—"Must this cut be kept? When did we last use it? Is there any real likelihood that we will ever use it again?"

Go through your files and bins; maybe you'll beat the United total. Give the junkman's check to the USO, the Red Cross, or some other worthy war effort.

Protecting the Economic Front



FACED with unprecedented demands for their products, some managements ask, "Is it a waste of money to advertise in a seller's market?" The answer is: If mass preference for products of many going concerns were allowed to dissolve, then the resultant damage to each manufacturer's competitive position—and to America's economic structure, through dislocation of employment and losses to investors—would be devastating!

So, recognizing the wisdom of long term planning, our important industrialists continue to advertise their brand names in publications and by direct mail. In doing so, these far-seeing executives protect their own interests, the interests of stock holders, and, what is more important, they are helping to preserve this country's economic structure.

KIMBERLY-CLARK CORPORATION

Manufacturers—Established 1872

NEW YORK: 122 East 42nd Street * CHICAGO: 8 South Michigan Avenue
LOS ANGELES: 510 West 6th Street

TELL YOUR PRINTER
TO USE

Levelcoat *
PRINTING PAPERS

Trufect *
For Highest-Quality Printing

Kimfect *
Companion to Trufect at
lower cost

Multifect *
For Volume Printing at
a price

*TRADE MARK



ESCAPE... to a fortress in Scarsdale!

From the outside, this fortress looks like any comfortable suburban home. Except for a flag whipping in the brisk autumn breeze, nothing visible connects it with the war.

But on the inside you see the secret of America's fighting strength. You see it in the faces of the people there.

It shines from the eyes of the husband, wife, even the young son and daughter... a look of alertness and calm self reliance, a determination akin to that of soldiers going into battle.

For this quiet Scarsdale group has discovered, like scores of others in the same suburb and millions throughout suburban America—that the *home* is the *fortress* for which American men march forth to fight... that it is the fortress in which is housed the spiritual strength of our Nation... that it must be maintained at all costs.

It is this kind of patriotic, purposeful *escape into the home* that has been so persistently fostered by Better

Homes & Gardens for over a decade. Today, more than ever before, this magazine is helping to provide that patriotic *escape* for 2,470,000 families. Each month its subscribers find the inspiration and the means to brighten home living, and learn how to achieve realizable desires for home improvement, now and when peace comes again.

Better Homes & Gardens is today America's number one magazine of *escape* literature... *escape* directed toward a better America now—and forevermore. Meredith Publishing Co., Des Moines, Iowa.

Better Homes & Gardens

Helping More Than 2,470,000 Suburban Home Families Plan Their Buying for Today and Tomorrow

NOVEMBER 1, 1942

[1]



Baby Buggy Business

The U. S. birthrate is up and going higher, but that didn't prevent the War Production Board from issuing limitation order L-152, under which manufacturers of baby carriages are restricted to the production figure for the 12 months ending June 30, 1941, and must not use more than six pounds of steel or iron in any one carriage.

The WPB claims that this ruling is not drastic, in view of the fact that 1,400,000 baby carriages were produced during the year ending June 30, 1941, and the figure was upped 50% during the succeeding 12 months, so that a reserve supply now exists.

The restriction on the use of metal is causing manufacturers to revert to methods of bygone days. One company which was not caught napping was the F. A. Whitney Carriage Co. of Leominster, Mass., which had happily refrained from discarding its wood turning machinery used in the good old days. This equipment was taken out of storage, dusted and oiled, and a sample wooden carriage was turned out as long ago as last January.

In the United States, the baby carriage industry made its center in New England before the middle of the 19th century. The first patent for a perambulator was granted in 1829 to A. Clifford of West Point, Mass. By 1835, an "improved" baby carriage had been developed, and one of these is now exhibited in the Deerfield Museum. In 1858, two cousins, F. W. and F. A. Whitney, established their own baby carriage business in Leominster, Mass. Today, 84 years later, it is still going strong, the leading firm in the industry.

From tintypes made at Whitney's in 1876, it appears that designs for baby carriages were at first strongly influenced by the horse-and-buggy era. By 1898, the Victorian vogue was making



You can laugh at this little buggy, a special two-dollar bargain number in 1898, but, oh baby, it's made of good old-fashioned non-priority wood!

itself felt, as indicated by that year's catalog, in which most of the 80-odd models shown are elaborately encrusted with gingerbread ornamentation. For the highest figure named, \$36 retail, you could then buy a carriage with varnished reed body, satin damask or silk plush upholstery, tinned steel wheels with rubber tires, nickel trim, anti-friction wheel fastener (new that season), and the Whitney Patent Foot Brake that had been patented two years earlier.

In a history of the Whitney company prepared in 1923, we find such odd bits of information as these: A Whitney carriage bought for the infant of a missionary in Turkey could make little progress on Turkish streets in 1871, so great were the crowds it attracted; the first long-handled baby carriage was designed and made by J. P. Holman (later president of the firm) in 1875, using wood steamed over a wash boiler in his kitchen; in 1888 the company's output was 35,000 carriages a year, and Mr. Holman promised silk hats to the salesmen when volume should rise to 100,000 carriages a year. (They got the hats.) By 1923 volume had long since surpassed 150,000 a year. (The company won't reveal present output, but it is known to be large, undoubtedly the largest in the U. S.)

Through the years there have been improvements in baby carriages, recent ones being the safety brake, which prevents tipping over, and the Draft Proof feature. Since the war began, the company has had to be explicit about the fact that the term Draft Proof refers to the manner in which the hood rests on the carriage, preventing breezes from chilling Junior, and not to Dad's deferment from Selective Service. Another feature now in demand is the extension front, which permits loosening the front to provide extra stretching space for a growing child. The additional space is used far less for babies' feet than it is for packages. In general, the war has considerably stimulated the demand for carriages, not only because the birthrate has risen, but also because people travel less in automobiles and women must wheel their babies about. Moreover, the pockets and spaces into which packages may be fitted have made baby carriages more popular with shopping mothers. But despite the shortage of tires, folding carriages—favored by motorists—are still holding their own.

The Whitney people have been making doll carriages since 1900, having added this line in order to maintain production in slack seasons. The first doll carriages were patterned after English perambulators, and later models followed the current designs of baby carriages. Since it is possible to make a doll carriage of wood, little girls who ask Santa for these toys will have their dreams come true despite the war.

In the past, Whitney turned out a sizable volume of twin carriages, and once made a handsome quadruplet carriage on special order. The 1923 history of the company included an illustration, current then, showing a team of horses drawing a huge load of crated twin carriages, and told of an order from one dealer for sixty. Because of the war, twin carriages are not being made now by Whitney, but retailers' stocks should see us through the duration.

Rabbits Reap Riches

Until he went to California, A. Edward Koch had been an automobile salesman, with one manufacturer 13 years, winding up as wholesale manager. The trek to California was made because he and his wife admitted that they were getting along—but that was 11 years ago, and they are still getting along.

In California, it seemed wise to have a little business as well as a home, for what might come, so Mr. Koch went into a line then spoken of as "the rabbit business," regarded as picayunish, something for boys, beneath the dignity of a farmer, a meat-packer or a food merchant. That made it a good line, in his opinion. A business that stood so low in the opinion of other business men must be one that had been neglected, needed salesmanship.

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"I want to get home to my things"



FROM HONOLULU, a few years ago, a woman wrote these words to a friend. She and her husband were great travelers, familiar with the sights and customs of many lands. But now she longed to turn homeward—"home to my things."

What did she mean by "my things?"

The furnishings of her modest apartment would have probably brought no more than a thousand dollars in an auction room. So it was not material values which called her from afar. No, it was the voices of other meanings that whispered their enchantments to her heart.

* * *

Her things meant happy memories . . . Her things meant affection.

Her things meant beauty . . . Her things meant tranquillity . . . Her things meant security.

Her things meant orderliness . . . Her things meant self-expression.

Her things were the symbols of spiritual treasures.

And now America, in a great mass movement,

is returning to *home*—and the things of home and all their intimate significances. From this hour on we shall spend more time in the home. Find more pleasure in the home. Be more grateful for what it bestows upon us.

Henceforth we shall live with and for the quieter satisfactions and enjoy the little adventures. Little adventures, yet stirring big emotions.

For in our home-mood the purchase of a new living room rug will have all the thrill of a Caribbean cruise. The acquisition of a new bedside table for the spare room as much excitement as a gala sports event that packs the stands.

* * *

Merchants, manufacturers, distributors — all who have responsibility for the maintenance of our home-front supply — will wisely key their advertising to the new home-mood now sweeping America. And, naturally, here in Chicago they will choose The Chicago Daily News as their preferred newspaper and medium of expression.

The Daily News is Chicago's HOME newspaper. Its audience is a HOME audience. Its place in the HOME is one of respect and trust.



*Be it ever so humble,
there's no place like home!"*

From John Howard Payne's immortal folk song, "Home, Sweet Home."

THE CHICAGO DAILY NEWS

FOR 66 YEARS CHICAGO'S HOME NEWSPAPER
ITS PLACE IN THE HOME IS ONE OF RESPECT AND TRUST

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO
DETROIT OFFICE: 7-218 General Motors Building

NEW YORK OFFICE: 9 Rockefeller Plaza
SAN FRANCISCO OFFICE: Hobart Building

NOVEMBER 1, 1942

[3]

84,095 MORE PEOPLE

TO BUY YOUR PRODUCT

NOW . . . IN HOUSTON



America's Fastest-Growing Big City* Continues to Grow FAST!

*Washington, D. C., Excepted (U. S. Census)

**Here's a market that has VOLUME
ACTUALITIES --- not possibilities**

Houston (Harris County) has added 84,095 more permanent residents to its population since the 1940 U. S. Census was taken, according to the new 1942 City Directory, just published. These people have been attracted by Houston's high-wage paying war industries.

The Census showed a population of 528,961 persons, and the 1942 City Directory shows 613,056 persons. This coincides with the population estimates of the Sugar Rationing Board, which said the figure was "600,000-plus."

The Chronicle sells Houston in one lump—with 28.6% more families subscribing to The Chronicle than to the second Houston newspaper, and 47.5% more families subscribing to The Chronicle than to the third Houston newspaper, in the A. B. C. City Zone!

The HOUSTON CHRONICLE

**FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING
FOR THE 30TH CONSECUTIVE YEAR**

R. W. McCARTHY
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

To Sell Houston . . . Buy Chronicle . . . Texas' Largest Daily

Today, Mr. Koch and his wife own Faith Farm, in Cypress, Cal., near Los Angeles; they sell 2,500 to 3,000 rabbits weekly to the Navy, the Marine Corps, the Hawaiian steamships and other big customers. He is continually busy with the sales end, and his wife is office manager.

Rabbits are bought from growers, fattened and dressed under current meat-packing rules, subject to inspection, with refrigeration that not only gives prime quality, but also eye appeal for the retail food trade. Rabbits are graded for size after dressing, shaped in wire trays under freezing temperature, and fit snugly into the farm's display carton, for the retailer's showcase. Other markets get uniform cuts, legs and saddles, so club members or steamship passengers will be treated alike, and cooks relieved of cutting-up. Deliveries are made in a motor truck under dry ice.

Another innovation in the "rabbit business" is a steady supply throughout the week, and a reserve for emergency orders. When he started, rabbits were brought to town by growers in small lots, generally on Saturday, and were not a dependable product upon which to build food business. Mr. Koch is busy delivering all week, and carries reserves that enable him to fill any size order. His largest single order to date was from the Soldier's Hospital, at Sawtelle, 2,670 pounds; but he has delivered 8,400 pounds to the Marines at San Diego over a 30-day period.

His business is geared to its markets, because demand varies with the seasons—being best around national holidays—and also fluctuates with prices of other meat. If pork products go up, for example, the rise is immediately reflected in more sales of rabbit meat. For that reason, Mr. Koch's plant and delivery service are scaled up to twice his present volume. He could handle 6,000 rabbits weekly, if the demand came, and confidently expects that he will grow into it.

Rabbit claws and feet are sold to novelty manufacturers, for making good luck charms; rabbit heads go to farms that raise fur foxes; and rabbit blood handled according to laboratory requirements is sold for biological purposes. Finally, pigs are raised on remaining by-products, and literally, every week, five of these pigs go to market.

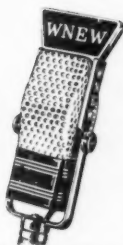
"It sounds easy," Mrs. Koch says, "but we had to have something else needed in selling—faith. Our place was named Faith Farm because we were confident that the despised rabbit business could be built into a dignified, successful enterprise. We had faith in each other. And we have always tried to inspire faith in those with whom we deal, not only the consumer, food retailer and steward, but even the growers who sell us our raw materials, who produce better quality when they are confident that it will find a stable market."



This is the sad end of Peter Rabbit, but modern dressing methods make Peter a profitable business for Mr. Koch.

SALES MANAGEMENT

WNEW NEWS



VOL. 1 NO. 1

ISSUED MONTHLY IN NEW YORK

NOVEMBER, 1942

BUSINESS NEVER BETTER

69 WNEW Advertisers Include Local Sponsors

Block, Ballroom Still Tops for Sales, Ratings

Radio's Greatest Salesman
Producing for 19 Sponsors

Eight years ago enough listeners liked WNEW's "Make Believe Ballroom" to influence one sponsor to take a chance. Today, the Ballroom is New York's favorite program for 12 of its 14 quarter-hours on the air—with sponsor-appeal to match.

Nineteen advertisers, whose combined years on the Ballroom total 48, are now taking advantage of radio's top salesman and most merchandisable personality — Martin Block.

No other program on any station can boast this who's who of sponsorship: Gruen, B-C (6 years); New York State Milk Fund (5 years); Mission Bell Wines (4 years); Del Monte Fine Foods, Andy Boy Broccoli, Abelson's (3 years); Ivory Snow, Camay, Dura-Gloss, Lucky Strike, National Shoes, Hensler Beer (2 years); and in their first year: Musterole, French's Bird Seed, The Brunswick Laundry, Howard Clothes and Nedick's.

H. Morgenthau Please Copy

Of the first \$250,000 worth of War Bonds bought by WNEW listeners, 54 of every 100 were \$25 bonds.

N. Y. Federal Reserve bond sales (August) show 72 of every 100 were \$25 bonds.

WNEW listeners bought a greater percentage of bigger bonds than did the general public in Greater New York:

Bonds	WNEW Sales	Fed. Res. Sales
\$ 25	54%	72%
50	19	14
100	18	12
500	5	1
1,000	4	1



ZEKE MANNERS

See that big grin? Noticed that extra zing in Zeke's daily hour of corn over WNEW? There's a reason, pardner.

Zeke Manners, the hillbilly, is ten years old. And ten years as a 'billy, is more than an anniversary—it's a record!

A few years ago, Hillbillies from all over America left the hills and came to New York; Zeke had more competition than he had audience.

But Zeke stayed head and Stetson above the field, and he's made corn pay more and make more than anyone who ever split an infinitive. Right now he's parlaying an accordion, an ad lib or two, a good versatile gang and some really fine music into success for Howard Clothes, Roma Wines, Community Opticians, Canadian Fur Corp., Ex-Lax and Franck's Chicory.

Zeke can't read the "Pulse of New York" September ratings, but we tell him that he averages better than 15% of the available listeners from 9-10 A.M., and he's happy. So are the sponsors.

Who wouldn't be?

Personal Notes

A. Hitler: Martin Block and Spike Webb have made New York "Der Feuhrer's Face" conscious. WNEW listeners bought \$80,000 worth of bonds in three days, got a free copy of Webb's Victor recording with each bond. That disc's a delight, Adolf. It'll kill you—we hope.

Ask Retailers About Radio

Ask any retailer using radio about his station's effectiveness. When a merchant totes up his cash register every Saturday, results have to be there! Howard Clothes, Nedick's, Community Opticians, National Shoe Stores—new and old WNEW advertisers know about all the customers this station sends in to be satisfied.

Consider also WNEW's unique record of producing for retailers with restricted trading areas. Rogers Dept. Store, 75-year-old Bronx institution, is using five quarter-hours a week. Barney's has one store; Canadian Fur Corp. has one New York store, one in Newark.

L. Bamberger & Co. and other New Jersey retailers know WNEW's low-cost selling strength in localized areas of this station's coverage. Hensler Brewing Co., selling 50% of its beer in Essex county, is in its second 52-week "Make Believe Ballroom" contract.

The Brunswick Laundry of Jersey City, world's largest, can send its trucks into but three New Jersey counties. As its only radio advertising, Brunswick is using Martin Block and the Ballroom, for intensive selling where it counts.

Checked WNEW's "Pulse" Lately?

More power to WNEW (10,000 watts since last December) has meant more of everything good.

More coverage; more radio homes; more listeners; more business. It's meant higher ratings, too.

For example: the September "Pulse" shows that—from 6 A.M. to 12 Noon—WNEW has more listeners than any other station in the metropolitan area.

Just what you'd expect from one of America's most independent stations.

BOTH SIDES OF THE MIKE

WNEW's "We Refuse To Die," starring Madeleine Carroll in a radio play adapted from the Paramount Victory Short, a smash show, aptly termed "the answer of free peoples to Nazi tyranny and oppression" . . . Samuel H. Cuff, WNEW news analyst heard Sundays at 1:00 P.M., hit a 2.3 "Pulse" rating (highest for that period) in September . . . Zeke Manners, driving to Newark for a rush guest appearance, asked: "Where else could you get a hillbilly—with a car—with gas—at a minute's notice?" . . . As of October 26, these advertisers are using WNEW for the first time: Admiracion Shampoo, Seamprufe Slips, Douglas Shoes, Super Suds, Franck's Chicory, Howard Clothes, Allstate Insurance, Antiphlogistine, Virginia Dare Wine, Chidnoff Studios, Rogers Dept. Store, Musterole, Wesson Oil, French's Bird Seed . . . Fourteen Firsts! . . . John B. Kennedy, WNEW commentator, addressing Howard Clothes executives at a luncheon recently: "Gentlemen, I'm glad to be working for you people. I'll tell you one thing right now—No Nazi or Fascist or Jap will ever buy a suit of Howard Clothes!" John is still thrilled over the applause!

NOVEMBER 1, 1942

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Sales Management

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SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending November 1, 1942:

Victory Within One Year?

POST-WAR PLANNING NOW isn't premature if some of the military analysts with the best records are correct. Among all of the analysts whose observations are available to the public, Max Werner has, by far, the best record. He predicted France's weakness and eventual fall. He told in advance how strong the Russians are, he predicted the successful defense of Moscow last year and Stalingrad and the Caucasus this year.

Now in the first issue of a new magazine called *Predictions*, which is published by George Hecht of *Parent's Magazine*, Max Werner says: "The losses of the coming nine to twelve months will bleed the German army white. In the Spring and Summer of 1943 the moment will come when the German army, leaders as well as troops, will grasp clearly that Germany cannot win this war, that the German officers and men are fighting for a lost cause. . . . The decisive paralysis of the Germany army will come as soon as it is evident that a third winter campaign in Russia is inevitable, and as soon as Germans know that the British and the Americans stand firmly on the European continent. In the late Fall of 1943 Germany's military collapse is likely, and it is possible that Germany will lose its second world war 25 years after November, 1918."

Importance also is attached to the forecast by Gustav Stolper, noted economist and former member of the Reichstag, who is quite sure that the war will be over in Europe before the end of 1943. From within Germany comes a speech by Dr. Albert Speer, Nazi Minister of Armament and Production, who said the other day, "We must win this war by the end of October, when the Russian winter begins, or we will have lost once and for all. We must win with the weapons we have now and not with those we will have next year. We can only win if every man capable of bearing arms is at the front, and we must put all we have in the front line."

We are not going in for military prophesy, and we think that post-war planning is a desirable thing now even if the war were to last another five years, but since objective observers who are not propagandists are calling the turn at a relatively early date it seems doubly important that marketing organizations should be ready to go.

Leadership After the War

HENRY C. LINK of The Psychological Corp. has released a survey on the attitude found in workers' homes towards industry (also unions, wages, prices) in which the question was asked "Who do you think can do the best job in straightening things out after the war: The Government in Washington, business and industrial leaders, labor union leaders, others?"

The answers reveal a state of mind which is definitely critical of private business, for 67.7% of the respondents said government in Washington as against 31.1% for business and industrial leaders, and 18.3% for labor union leaders.

Business is not asleep, however. A group of industrialists under the chairmanship of Paul Hoffman, President of the Studebaker Corp., has organized the Committee for Economic Development, with headquarters in Washington,

and Carroll L. Wilson, Director of the Bureau of Foreign & Domestic Commerce, has been granted leave of absence for the purpose of assisting in the organization.

While this is a body of industrialists, it will work with the Government rather than against it in exploring the economic areas in which the public interest can be served in the post-war period. The over-all objective is to develop a program of public service for American business which can be coordinated with all other such developments at the close of the war. This makes sense. Neither business, nor the Government, working individually, and at cross purposes with the other, could possibly do the best job in straightening things out after the war.

OPA Conflicts With State Laws

MANUFACTURERS ARE WARNED by OPA against suggesting retail prices in any manner, even under a state Fair Trade contract, without putting the retailer on clear notice that the suggested or Fair Trade prices may be charged only if they do not exceed the retailers ceiling price as determined under OPA regulations.

The OPA emphasizes that the retailer's primary duty is to observe his ceiling prices and that if, relying upon a suggested retail price or Fair Trade price, he breaches the ceiling, he is guilty of violation regardless of good faith.

In such a case, the manufacturer, too, will be regarded as a violator, on the ground that he has induced the violation by the retailer and is a participant in it. OPA suggests that manufacturers could and should protect themselves when suggesting retail prices or Fair Trading a product by using a notice substantially like the following:

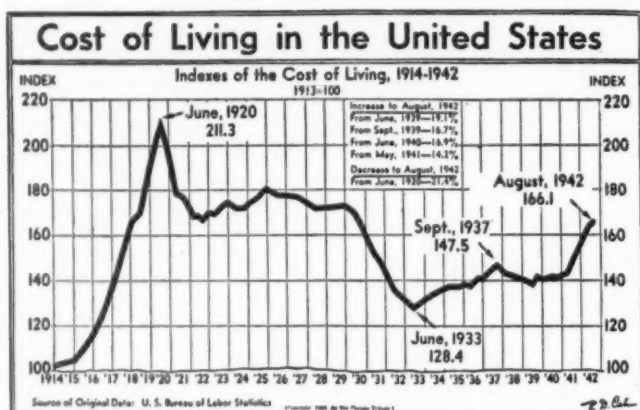
The suggested retail price (or Fair Trade price) may be charged only by anyone reselling this article (or for any article listed in this catalogue or price list or Fair Trade contract for which a retail price is suggested or minimum price established), if the maximum price for that article, as established by the person so reselling under the appropriate OPA regulation, is at least equal to the suggested retail (or Fair Trade) price.

A number of conflicts have arisen where a retailer in March sold below the minimum prices set under a state Fair Trade Act, and under the general maximum, cannot raise the price to conform to the Fair Trade minimum without violating the OPA maximum. In such a case OPA has authorized retailers to apply to an OPA field office for release if they can show: 1. That the maximum price is below the Fair Trade minimum price; 2. That the article was sold generally at retail during March at the minimum price in the retailer's locality and 3. That the retailer has been permanently enjoined by a court from selling the article at less than the Fair Trade minimum.

Keeping Up With the Joneses

SOME OF OUR SUBSCRIBERS do not agree with our belief that the habits and buying desires of millions of Americans may change permanently because they will have learned through patriotism or shortages or rationing or combinations of the three that they can get along without—and like it.

To our own warning we would like to add one from



Babson's Business Service, issue of October 19. Babson says "It is possible, if not probable, that general rationing will result in some important, and perhaps permanent shifts in consumer buying habits. Housewives, for instance, are finding that they can easily get along with very much less sugar than they were formerly accustomed to. . . . War requirements are bringing important shifts in the use of materials. Shortages of iron and steel and other metals have created a heavy demand for brick, tile, lumber and cement. . . . Stringency in beef supplies will boost output and consumption of meat substitutes. . . . Concentration of production of civilian goods in nucleus plants, only now beginning, has great post-war possibilities. . . . Cross-hauling is to be eliminated. . . . This, of course, is only the beginning. The program will be extended to cover many civilian industries. If it is good now, it should be good after the war, and it may well effect a permanent change in manufacturing. It is a trend to watch.

"The age of plenty is temporarily over. We are learning now how to 'get the mostest out of the leastest.' Salvage programs, scrap drives and rationing are educating us to make the most efficient use of our available resources. Things we never dreamed had any value now are becoming precious. What we formerly threw away now goes into the production line. All this promises much for the post-war period."

So again may we suggest that right now, and for the duration of the war, is the time for both individual companies and associations to do everything possible to keep alive the glowing spark of the old desire. It's still glowing—but faintly, in many homes.

Biggest Chain Store System

RETAIL STORES are beginning to worry about the competition of Post Exchanges. Despite the rapid growth of the armed services they probably wouldn't worry very much about the inroads of this new competitor were it not for the fact that the army regulations permit Post Exchanges to sell below established retail prices, and to deviate from the unit price system and sell two or more articles at a saving.

Furthermore, when the Army Exchange Service was organized nearly a year and a half ago the War Department directed that net profits be held to a maximum of 7.5% and a minimum of 5%. With the expansion of the army the aggregate post exchange business grew, within one year's time, from "corner store" figures to a volume of one billion dollars a year.

Today the Army Post Exchanges may rightfully be called the world's biggest chain store system.

Profits of the Post Exchanges are rigidly controlled by army regulations and go right back into unit funds of the organizations buying at the individual Post Exchange or

are expended for the mutual benefit of the entire garrison. Savings are supposed to be passed directly on to the soldier and to insure that they will be, the Army Exchange Service publishes, at frequent intervals, a list of recommended prices—well below the average retail price—for every article sold.

Profits are supposed to be plowed back as quickly as possible. They may be spent for such things as out-of-season delicacies for the company's mess or utilized for the purchase of additional equipment such as magazines, papers, games, billiard tables and the like for recreation rooms—or they may be used to equip company athletic teams or may be spent on a company dance or a party, but all within army regulations.

Retailers base their objections to post exchanges on such grounds as these: Many items of cost which they have to bear are not borne by the PX's—rent, taxes and the like. Millions of soldiers will get the idea, through the low prices at the PX's, that regular retailers gyp them. Many novelty items, so the retailers claim, items outside the class of branded trade-mark goods, are sold by the PX's at prices far above the price of similar articles in regular retail stores. This latter claim is heatedly denied by the War Department.

Will Bras Win the War?

SURVEYS OF READERSHIP indicate a high degree of interest in current advertising which is tied up with the war—but they also indicate that much of the interest is not favorable. This was brought out very clearly in the General Electric survey published in SALES MANAGEMENT's issue of May 1. There attention was called to the bad reaction to one company's institutional advertising, which was described as creating the impression that this particular company is waging the war single-handed!

Another point developed was that men and women wanted companies to tell them what *they*, the Public, could do, what contributions *they* could make, toward the conservation of essential products and supplies. In short, if a company was now making tanks and airplanes instead of consumer goods, that was its job, and that was to be expected. Now, what could the people themselves do to take better care of their automobiles, tires, etc., in this emergency so that they could continue to get to their jobs, do *their* work, and pay their taxes for the war program?

Today people feel even more strongly on these subjects and there is evidence of considerable public resentment against advertising which seems to imply that no second front is really necessary—that all that's necessary to win the war, as one advertiser puts it, is for women to "remember the American tradition of good taste and careful grooming. Keep your bust-line youthfully high, with a deep natural separation in the Blank Bra."

One alert advertiser has actually capitalized upon the bad reactions to the "We'll show you how to win the war" type of advertising by running this copy:

"It won't build morale. *That's built of sterner stuff.*

It won't help a fighting man. *His courage is his own.* It won't preserve our way of life. *We've got to work and fight for that.* All Monteil's fine lipstick will do is to make you look prettier. If it's Victory you want, and that's what we all want—BETTER BUY BONDS!"

The offending ads are in the minority—the ones which are in bad taste and which are perversions of the war effort. Taken by and large, American manufacturers and service companies are doing a magnificent job—with greater emphasis on the country's needs and problems than on their own—and most of them are not hinting that if you don't buy their product you are a slacker and a Fifth Columnist.

PHILIP SALISBURY

NEWS REEL



Roemer

HENRY A. ROEMER, JR., is advanced to assistant general manager of sales of the Pittsburgh Steel Co., Pittsburgh. He was formerly manager of sales of steel and wire products.



Melville

NORMAN F. MELVILLE, formerly assistant manager of sales of steel and wire products, Pittsburgh Steel Co., has been made manager of sales of that department, the position vacated by Mr. Roemer.



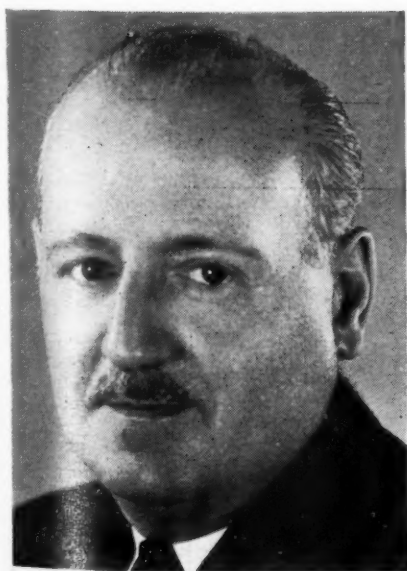
Shupert

PERRY L. SHUPERT is named assistant sales manager of Miles Laboratories, Elkhart, Ind. For the past nine years, Mr. Shupert has been stationed in Chicago as sales manager for that district.



Davis

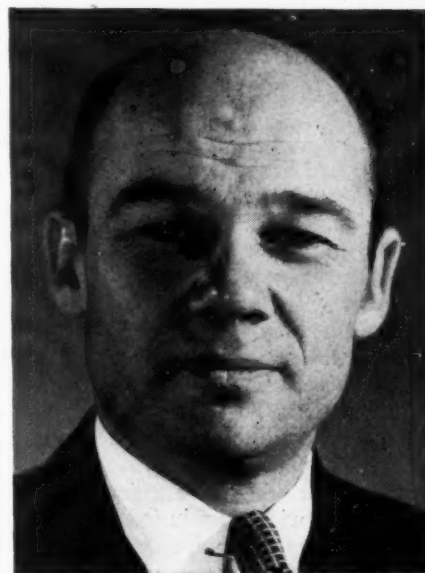
RUSSELL G. DAVIS is elected to the vice-presidency of Foote Bros. Gear and Machinery Corp., Chicago. He will continue as general manager of the Industrial Gear Division.



Tompkins

LIONEL TOMPKINS is appointed as manager of the sales promotion and advertising department of Encyclopedia Britannica, Inc., Chicago. Mr. Tompkins was formerly connected with the Cable Co.

EDWIN A. NICKEL is the new sales manager of the Mitchell Mfg. Co., Chicago, makers of fluorescent lighting equipment. He has been the company's advertising and sales promotion manager for two years.



Nickel



"Ten little, nine little, eight little" . . . bicycles. "Ten little, nine little, eight little" . . . stoves. "And then there was one!" Soon there will also be Victory models of products ranging from lawn mowers and musical instruments all the way down the line to cutlery, mirrors, pencils, baby carriages and caskets. Gone from these models will be shiny trimmings and glamour gadgets, as demonstrated by the Victory bicycle and the Victory stove pictured here.



BY
JOSEPH
REISS

*Reiss Advertising
New York City*

Problems You Will Face if Your Industry Is "Concentrated"

Nucleus plants are already in operation in this country. The movement will broaden in the next few months to include many more products. The trend toward concentration will dump into the laps of hundreds of companies critical issues they have never before been called upon to resolve.

PLANT concentration — telescoping industry — nucleus plants . . . they all mean the same thing: A drastically new set of rules under which most civilian business will be conducted.

Patriotic duty demands collaboration on the part of all affected industry. There is another reason, too, for collaboration: The fact that there will be practically nothing in the plant concentration plan to guarantee perpetuation of the individual manufacturers who come within its jurisdiction.

Let's make that point again. Neither the plan that has been operated in England for over a year and a half,

nor the plan now being evolved here, gives genuine assurance that the individual manufacturer will find himself at the war's end, in the same competitive position he occupied when his industry was concentrated.

Post-war survival for manufacturers in concentrated industries will depend on understanding of the implications of the plan, intelligent collaboration, good luck and far-sighted planning. Good luck, alone, may see some manufacturers through. But generally, the post-war competitive position of a concentrated manufacturer will depend largely on the wisdom he shows in preserving, in whole or in part, those

assets that remain under his control.

Let's get a clear-cut understanding of the operation of plant concentration, bearing in mind that it is an evolving plan. Its form is by no means fixed. The plans applied to the stove, bicycle, typewriter and agricultural implement industries are by no means indicative of the final plan to be developed for most civilian business. I am going to describe that final plan as I believe it will eventually emerge from its present period of testing. The simplest way to do this is by questions and answers:

Q—What factors will determine whether an industry will be concentrated?

A—Its use of essential materials. The adaptability of its labor and machinery to war work. Potential savings in transportation. Minor considerations will be the power situation and the warehouse situation.

Q—Will all industry know, before long, which industries will be concentrated and which will not?

A—No. This will be a developing program. Its scope will depend entirely on war needs.

Q—Will heavy industry, the durable goods industry, "consumer" industry be outside the scope of this plan?

A—It seems likely that initially, plant concentration will be confined to industries making merchandise for general consumption. Stoves, farm implements, typewriters and bicycles were the first to be affected. Other industries believed to be in line for this form of regulation include: Oil burners, sporting goods; toys. It is also believed that certain parts of the textile industry will be affected. By and large, however, heavy industry will not be "concentrated." Heavy industry is largely engaged in war work right now. The concentration plan is intended, primarily, for industries engaged in civilian output and which are operating under curtailed schedules. But should the Government decide that in one branch of heavy industry a dozen manufacturers could operate more efficiently than 24—it would "concentrate" that industry accordingly. Labor and transportation may be the twin problems that will eventually bring concentration to heavy industry.

Q—When manufacturers in a concentrated industry are put 100% on war work are they removed entirely from civilian enterprise?

A—No. Not in the final plan that is to be evolved. This is a common misconception, based on the "hurry up" plans developed for stoves and typewriters and bicycles. Under the eventual concentration plan, only a small group do the manufacturing. But these will produce for the entire industry. A quota of their production will be assigned all manufacturers. Thus, the manufacturers who are compelled to concentrate on war work actually become distributors of civilian merchandise.

Models Standardized

Q—Are privately owned trade-marks used on the permissible civilian production?

A—No. The companies permitted to make civilian merchandise are not allowed to use private insignia on the units they turn out. Most of the merchandise made under these circumstances will probably bear the name "Victory."

Q—Then manufacturers who must concentrate on war work may still travel salesmen who will be able to take orders for a designated amount of merchandise?

A—Right.

Q—And that merchandise will be made in accordance with standards approved by the industry and by the Government?

A—Correct.

Q—Is standardization, or simplification, a part of the concentration plan?

A—Very definitely "yes." The stove industry, for example, is permitted to make only a single, highly-stripped model.

Q—Is there any assurance that in a concentrated industry a plant which cannot readily be converted to war production, and which is not selected to continue civilian production, will "be taken care of" by Uncle Sam?

A—There is no such assurance—and little likelihood of such assurance. Without a doubt, hundreds and perhaps thousands of plants will be "closed" for the

duration as a result of plant concentration. Of course, there is no way of forecasting what some future Congress will do. Moreover, it is conceivable that some sort of revolving fund may be established to lend financial assistance to "closed" plants. But this financial assistance will be hedged around with so many restrictions that it will hardly prove the salvation of many plants. It must be remembered that our Government's sole concern is winning the war. If plants must be closed, in order to achieve victory, then plants will be closed.

Q—Will the Government advance money to closed plants to help them re-open after the war?

A—Some such procedure is feasible. If post-war business needs financial "pump priming" it will get it.

Q—Will an industry's decision to concentrate be voluntary?

A—No. The Government may request a few industries to concentrate, but in the majority of cases industries will be given their marching orders.

Control—Who, Where, How

Q—Will the "nucleus" plants, or those plants permitted to continue civilian production, receive necessary raw materials and labor?

A—Yes.

Q—Once a group of nucleus plants has been designated, will that group be permanent?

A—Not at all. If war needs compel a further reduction of materials, labor or transportation, the number of nucleus plants may be cut. Moreover, in some industries it could happen that circumstances might dictate the advisability of increasing the number of nucleus plants.

Q—Will nucleus plants be permitted to advise the trade that they produce the models or units which other manufacturers distribute?

A—Presumably there will be a gentleman's agreement on this point. But the chances are that the trade will, before long, know who is manufacturing and who is merely selling.

Q—Will the rules and regulations of the concentration plan forbid advertising by "closed" manufacturers or by manufacturers concentrating on war work?

A—Absolutely not. The Government will allow all manufacturers to do what they can to preserve their individual trade-marks, good will, etc. The Treasury has already made itself clear on that point.

Q—Will there be regulations governing the advertising of the nucleus manufacturers?

A—Yes, definitely. Every effort will be made to prevent the nucleus manufacturers from using their fortunate position to take an unfair advertising advantage.

Q—Will some nucleus manufacturers nevertheless succeed in gaining a competitive lap as a result of being permitted to continue civilian production?

A—Yes. Without a doubt.

Q—Will closed manufacturers be permitted to complain about such practices?

A—Yes.

Q—To what extent will an industry be permitted to evolve its own concentration program?

A—Industry will be given considerable leeway in this respect. Here trade associations will be able to play an important role.

Q—What is apt to be the basis for determining an industry's permissible civilian quota?

A—That industry's 1932 volume. In addition, of course, labor, material, and transportation availability will be weighed in the scale.

Q—Is the nucleus plan likely to encourage mergers in industry?

A—Definitely.

Q—Will some closed companies be compelled to permit nucleus plants to use part of their plant facilities?

A—Yes. In fact, it is likely that in many instances machinery will be taken out of closed plants and installed in nucleus plants. Naturally, there will be compensation when this happens.

Q—Won't the better managed nucleus plants be given a tremendous headstart in the race for post-war markets?

A—They certainly will!

Q—How will each company's selling share in the industry's production quota be determined?

A—On the basis of each company's share of the industry's total for a yet-to-be-determined full year.

Q—Will a nucleus plant receive its allotment on the same basis?

A—Exactly. Remember that the nucleus plant is not manufacturing for itself. It is presumed to be manufacturing for the industry. If a specific nucleus plant did only 2% of an industry's total volume, then that plant will get only 2% of the industry's total permissible civilian production, irrespective of how much it actually turns out.

"Closed" Plants to Convert

Q—What will happen where an industry does not have exact total volume figures?

A—Some rule-of-thumb formula will be used.

Q—Will this matter of allotment of quota "raise Cain" in most industries?

A—You bet!

Q—Will a "closed" plant be expected to turn over its accounts to nucleus plants?

A—No. Remember that "closed" plants will be closed only insofar as the factory is concerned. They will receive an allotment of merchandise to distribute. Moreover, if they are at all farsighted, they will prepare themselves for post-war protection and post-war plans. Also, bear in mind that it is hoped that most "closed" plants actually will be converted to war work.

Q—How much labor will the plan save?

A—In England, it was estimated that from 500,000 to 750,000 workers might be released in six months under the plan. Actually, not more than 250,000 have been released. In this country, on a proportionate basis, we might succeed in releasing 750,000 in six months for war work.

Q—Will only industries using critical materials be concentrated?

A—That is a common misapprehension. It has been made clear that labor and transportation are equally important factors in determining industries which are to be concentrated. Availability of machinery for war work is still another factor. In brief,

concentration is to be made for two fundamental reasons:

1. For conversion of plants to war work.
2. For conservation of labor, materials and transportation.

Q—What will be the primary aim of the entire plan?

A—To provide the barest minimum requirements for civilian needs in each line.

That, then, is the nucleus or concentration plan as I believe it will eventually evolve. As a matter of fact, it is operated very much as I have indicated in England.

It was on March 4, 1941, that the then president of England's Board of Trade announced a program for the concentration of manufacturers. The program has been essentially voluntary. Therefore, there is no one procedure.

English Types

The five types of concentration procedures most commonly used in England are:

1. *Merger.* This involves a permanent concentration of production and ownership of firms in the industry.
2. *Levy and compensation.* A nucleus firm takes the entire business of a closed firm, paying a fixed amount to the closed firm for its business.
3. *Transfer of quotas.* Nucleus firms buy out the rights of other firms to produce a certain quota of goods.
4. *Pooling.* All firms share in the profits of the operating firms.
5. *Agency agreement.* The nucleus firms produce articles as the agents of other firms which buy goods at cost and handle their own distribution.

It will be noted promptly that several of these methods would involve anti-trust violations in this country. But even more significantly, it will be noted that these plans actually develop from a program of *individual* determination rather than from *industry-wide* determination of concentration.

In England it is more or less up to each firm to decide whether it wants to be a "closed" plant, or a nucleus plant. The degree of concentration required in each industry is determined by the Board of Trade. But the development of the necessary plans is up to the individual firm.

However, for a plant to qualify as a nucleus plant, it must conform to certain requirements. These include:

1. Making financial and other arrangements with cooperating firms that will assure the required degree of concentration.
2. Furnishing assurance that its plants will run to full capacity.
3. Location in areas where the nucleus plant will not compete for labor with war industries.
4. Labor released must be of a type that could be quickly absorbed in other production work, particularly war industries.
5. Necessary arrangements to keep the closed plants intact.

When a firm qualifies as a nucleus plant it derives numerous advantages, in addition to obvious post-war benefits. Those more immediate include:

1. It enjoys a lower age of reservation for its workers. Applications for worker deferment from military service also receive preferred attention.
2. Labor requirements are safeguarded by the Ministry of Labor.
3. Government orders are given to nucleus plants wherever possible.
4. Preference is given with respect to raw materials.

By the Summer of 1942, about 15 months after the inauguration of the plan, approximately 4,500 certificates had been issued to nucleus firms making provisions for the closing of some 2,800 establishments. The total number of workers released was understood to be approximately 170,000.

The various branches of England's great textile industry have been most active in applying the principle of plant concentration. The shoe industry has also been active in this respect. Other industries that have made progress with concentration include pottery, hosiery, corsets and gloves.

Available statistics on nucleus and closed plants are interesting: Some 33 glove plants have been closed and manufacturing concentrated in 62 plants. At least 12 corset plants have

been closed and 14 continue as nucleus plants. In the rug trade, where the shortage of jute severely limits production, one plant was deemed sufficient as a nucleus plant.

From the labor standpoint, the hosiery industry which has perhaps done the outstanding job of plant concentration, announces the release of more than 21,000 workers and the availability of 3,250,000 square feet of factory space. In the shoe trade, approximately 5,000 workers were released for war industries.

Because England is acutely cognizant of post-war problems, every effort is made by the Board of Trade, as well as by the Government, to encourage closed plants to continue to sell, to advertise, and to preserve their trade names. When Mr. Lyttleton was head of the Board of Trade, he told the House of Commons: "We shall give all the help we can to keeping alive these trade-marks." He was referring to the trade-marks of closed plants. Moreover, a special regulation provides that trade-marks of firms closed by concentration will not expire either because of non-use, or failure to pay registration fees.

As a typical example, in one branch of the sweater industry, eight nucleus

(Continued on page 58)

Weco Shows Men How to Make More Money with Less Travel

These men used to route themselves. Then came gas rationing. Through a Time and Duty analysis the company set up a more efficient routing system, and by appealing to their own selfish interests, induced the salesmen to cooperate in applying it.

BY J. REID ROLLER

The Weco Products Co.,
Chicago

PERHAPS it is a Polyanna complex, but many marketing men, interested in a more efficient operation of the distributive system, are seeing in the present situation a new hope for a more economical functioning of the selling phase of business. While executives are now more concerned with production than with distribution, sales managers are being forced to look critically at their sales methods in order to eliminate any wastes which may exist.

Many sales executives are beginning to think constructively of ways and means of improving the efficiency

of their sales force, especially in regard to traveling the territory. And no wonder! The East is now rigidly controlled under a gas rationing system. In only a matter of days, automobiles throughout the nation will be limited in travel to an average of 5,000 miles a year. If sales managers hope to keep their men in the field, they must do an exceptionally good job of planning the men's contacts so that a minimum amount of gas and rubber is used.

In pre-war United States the average car travelled 8,200 miles per year. When rationing takes effect through-

Table I

Saving Possible by Re-routing

	Original	After Re-Routing	Saving
Miles traveled per trip ..	547	360	187
Hours in travel			
Per day	4.5	2.9	1.6
Per week	22.5	14.5	8.0
Hours worked per week nine hours per day)	45:0		
Hours saved by re-routing			8.0
Hours worked when route is covered systematically	37.0		

If salesman worked 9.2 hours per day he could complete 37.0 hours work in *four days*.

In these Time and Duty analysis tables Weco presents amazing "pocket-book" facts, proving that careful re-routing *does* save time for more profitable selling which benefits both company and salesmen.

Table II

Estimated Additional Sales

Minutes formerly required per interview, including travel	61.3
Travel time saved per interview	11.3
Interview time when salesman is routed	50.0
Interviews possible per day when route is worked systematically	10.8
Interviews made per day	8.2
Additional interviews per day	2.6
Sales per interview per cent of total	12.2
Sales increase	31.7%

out the country, the average will be reduced to 5,000 miles—a reduction of 39% for the average automobile. However, this does not necessarily mean that salesmen will have to reduce their driving by that amount. It may be more or less, depending upon where the Government places salesman travel in relation to other driving.

But the amazing truth is that to many salesmen a reduction of from 30% to 40% in total miles traveled will not create a major hardship. In fact, over the long pull the new regulation may be a definite advantage, because it will force the sales executive who hasn't done so to study the problem of routing. Some salesmen are wasting that amount of travel now. A program of planned contacts instituted as a wartime measure will undoubtedly be continued after the war as a more profitable way of operating a territory.

In the past, sales managers who did not have their men on a routing basis, have felt that such a program *might* be productive. However, they feared that anything so radical would be received unfavorably by the sales organization. Therefore, the old system was retained.

The major problem in a routing program is getting the wholehearted cooperation of the salesmen. Salesmen, in general, shy away from anything which they believe curbs their initiative. When Bill Jones has run his territory for ten years and has made it pay under the old *laissez faire* philosophy, it is a difficult job for any sales manager to convince him that routing is profitable.

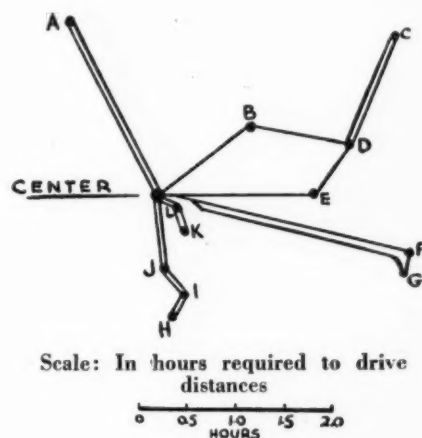
Yet Weco Products did just that. With the aid of a Time and Duty analysis, we showed our Bill Joneses how they could earn more money by following a definite home office ap-

proved route. For example, we pointed out to one man how he could increase his annual earnings by hundreds of dollars simply by following a route. When such "pocket-book" facts are presented, salesmen are eager to listen to a program of systematic contacts.

But such a presentation of profit to the salesman must be based on facts. Salesmen are skeptical and must be shown in dollars and cents how *they* benefit. Therefore, in 1940 Weco instituted a complete Time and Duty analysis among its salesmen. Not only did we want to know the situation in regard to travel, but we also made an effort to learn the best methods of selling our products; how the men presented the particular "deals" to the retailer; what amount of time was spent in non-selling activities and many other problems. We broke down the selling function into several phases such as awaiting interview, general conversation, broken interview, selling, travel and the like. Selling was divided into "types of presentations" in order to determine the one best method. Each of these operations was timed in an effort to understand more fully the salesman's task.

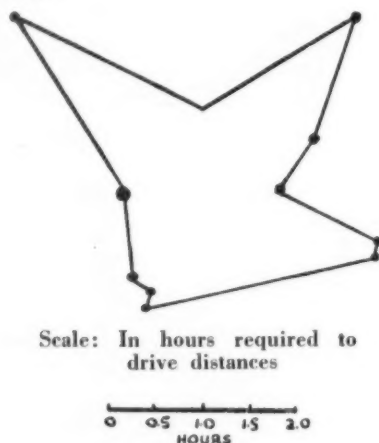
One of the most important findings of this investigation pertained to routing. We had not routed our men in the past because we believed they were doing the job themselves and also because we feared they might resent such control from Chicago. We thought our men realized that the time spent in their cars was absolutely unproductive, that travel from one account to another was a chore to be accomplished in the least possible time. But apparently the salesmen did not know that a routing problem existed. They were as amazed as we to find that they were spending as high as 50% of their time in travel.

Here is the way we proved it to them. Take, for example, the case of salesman "Jones." The observer worked a week with him and in that time he traveled 547 miles between towns even though his territory was in a highly concentrated area. As will be noted from Chart I Jones had not routed himself properly which resulted in an unusual amount of backtracking. The man paid his own expenses which partially explained why he drove back to his home each evening. Jones erroneously assumed that going home was less expensive than staying at hotels on that trip.



Through the Time and Duty analysis we uncovered certain facts about that week's work which formed a basis for convincing Jones that a routing set-up would be profitable. We computed his average daily sales for the trip and reduced them to 100%. Jones averaged 8.2 interviews per day, each interview contributing 12.2% to his total volume. Including the idle time, he averaged 9.0 hours per day on duty and of this time 4.5 hours, or exactly 50% was spent in travel.

Now it is obvious that if traveling can be reduced more time becomes available for selling, and both Jones and the company benefit. So to prove this point we re-drew the route. We were careful not to omit or to add any towns, because if we had the estimated additional sales which we wished to project would be inaccurate. We wanted to demonstrate to the man that he could cover the *same cities*, yet, through proper routing, convert a portion of his travel time into additional contacts. Chart II shows the trip re-routed.



What did the new routing mean in time saved? Table I, on the preceding page, gives the answer. You will note that after re-routing, the miles traveled were reduced to 360 miles, a saving of 1.6 hours per day or eight full hours in a five day week. If Jones works 12 minutes longer per day, he can now do the five day job in four days!

But even if he works only the same number of hours, his earnings will be increased substantially. You will recall that Jones sold on the average 12.2% of his total volume each time he made an interview. Since the observer worked with the man one whole week and the data included 41 interviews, it is reasonable to assume that the average sales per interview thus obtained will be fairly representative of his normal productiveness. We, therefore, assumed that in additional interviews he would sell to approximately the same ratio.

Table II indicates how his sales will increase if he plans his contacts. In the same number of hours he is now able to interview 10.8 retailers each day or 2.6 more than formerly. At 12.2 per cent per interview, Jones will increase his sales 31.7%.

Now if Jones' commission rate is constant for this type of sale, he will increase his earnings by 31.7% also. It is true that he will have a slightly larger traveling expense (hotel and meal cost) but this is almost entirely wiped out by saving the cost of driv-

ing. So, if Jones applies the same intelligent routing to his entire territory, he should increase his earnings by almost 32%.

And what has he done to earn this increase? He is working no longer hours. He has not improved his selling technique, although this is another important use of Time and Duty analysis. But he has taken one major step toward scientific selling: He has used a portion of his non-productive travel

time in interviewing and selling more retailers. He has reduced his traveling by 36%, and thereby made available enough additional time to increase his sales by 32%.

While this tremendous saving is necessary now as a war-time measure, it will be equally important when peace comes. For with peace, a highly competitive market situation will develop in which the efficiently organized sales force will win out.

Campaigns and Marketing

Cranberry Copy

Ads in more than 200 newspapers in 180 key cities in the United States and Canada will support the annual drive of the American Cranberry Exchange for Eatmor Cranberries. The campaign breaks with 300-line ads in some cities, to be followed by 120-line insertions on an average of once a week during the remainder of the fresh cranberry selling season. Copy will stress sugar-saving, suggesting maple sugar or honey in cranberry recipes.

Color and black and white ads in two newspaper supplements, plus ads in chain store, home economics and trade publications as well as commercials on homemakers' radio programs and spot announcements, will round out the campaign.

BBD&O, New York, is the agency.

Coughs Are Saboteurs

In the largest newspaper campaign ever used by the company, Pine Bros., makers of Pine Bros Glycerine Tablets, will attack coughs and colds as a drag on the war effort. Such headlines as "Coughs Won't Build Tanks," "Coughs Are Saboteurs," "Coughs Will Delay Victory" preface weighty warnings on the dangers of neglecting coughs and colds and thus impairing the working capacity of the sufferer. Newspapers will be used exclusively. The schedule embraces 45 newspapers in 32 cities, with 76-line copy to appear twice a week in major markets. Supplementing the war copy, additional newspaper ads will stress the risk of "Dry Throats." McKee & Albright, Inc., is the agency.

Camel Quiz Program

R. J. Reynolds Tobacco Co., now has three shows on the full CBS network. The new show "Thanks to

the Yanks" will be a quiz program in which the audience will participate. With Bob Hawk as master of ceremonies, announcers with portable mikes will pick out lay "experts," who may choose to answer a three-carton, five-carton or ten-carton question. Winners will be asked to name men in the armed forces to whom the cigarettes are to be sent. If the contestant fails to answer the question correctly, his cartons will be set aside until the end of the program, when the accumulation will be ticketed for a remote Army camp. "Blondie" and "Caravan" are the other full network shows.

William Estey & Co. Inc., New York, is the agency.

Penn. Woos N. E.

New England used to be a big market for Pennsylvania's anthracite coal. The ousting of coal in favor of fuel oil and gas in this section was a serious setback for the anthracite regions, resulting in prolonged unemployment and heavy drains on relief funds. Now, with the East Coast wrestling with oil scarcity problems, Pennsylvania's Department of Commerce is running newspaper ads in Boston, Providence, New Haven, Hartford, Springfield and Worcester to start the swing back to anthracite. The ads, three columns by 15 inches, are semi-historical in character. Copy and illustrations appeal to the readers' pride, dramatizing New England's role in the birth and development of the anthracite industry—showing how the industry was born in Connecticut, how anthracite "fought at Bunker Hill," how a New England engineer "taught coal to flow through a mountain." Coal dealers and retailers of "conversion" equipment are expected to tie in extensively.

Depending on the outcome of this promotion, similar campaigns may be undertaken for other Pennsylvania in-

dustries that need help. Ketchum, MacLeod and Grove, Inc., Pittsburgh, is the advertising agency.

Save Razor Blade Steel

Humorous doubling up situations—two people reading the same newspaper, two pickaninnies biting into the same slice of watermelon—are being featured in newspaper ads in 135 cities by Treet Razor Blade Corporation, Brooklyn, N. Y., to emphasize the theme "Make It Go Twice as Far." The series, designed to sell Treet blades while at the same time urging conservation of steel for war purposes, will run through the middle of December in cities east of the Mississippi and in Southwestern states.

Federal Advertising Agency, New York, handles the account.

Mailing at Gas Stations

Double disappointment—to senders and prospective recipients—may becloud the festive season for some folks at home if they fail to comply with government instructions regulating the sending of Christmas gifts to the men overseas in the armed forces. Fleetwing Corp. obviates trouble for people in the areas served by its filling stations by selling government-approved cartons. Spot announcements over Station WJR point out that the cartons are the right size and come with complete instructions on labeling and mailing. Agency: Griswold-Eshleman Co., Cleveland.

Mennen in Newspapers

The Mennen Co., Newark, N. J., has launched a drive for Mennen Brushless Shave Cream in 125 newspapers in cities over 100,000 population. Black and white ads, three columns by 175 lines, will run in *The American Weekly*, *Parade* and on the sports page of weekly and Sunday newspapers. Space units of the same size will appear in the *Metropolitan Group*, while half-pages, in green and black, will carry the story to readers of *This Week*, *New York Times Magazine* and *New York Mirror Magazine*. Plans call for two insertions in each publication during October and November.

Toast with Mumm's

Many people who are in a position to purchase Mumm's champagne for special events are under the impression that they can no longer obtain any but domestic champagnes. To contradict

this erroneous impression, and at the same time hold a place for themselves in the post-war market, Mumm's is starting a series of ads in national magazines. One of the ads, in *Life*, was headed: "Yes . . . there's still plenty of Mumm's Champagne." The copy went on to state: "Huge stocks brought over before the fall of France" and promises "we can continue to supply the trade for a long time to come if the public restricts its enjoyment to those very special occasions which merit nothing less than the finest."

In addition to the *Life* copy, full pages are being placed (through Brischacher, Davis & Staff) in *Bride's Magazine*; space also in *Time*, *Newsweek* and *New Yorker*.

Radio Shorts

Lewis-Howe Co. expands its coverage for "Treasure Chest," advertising Tums, from 51 stations to the full NBC network of 125 stations. Agency: Roche, Williams and Cunyngnam, Inc., Chicago.

California Fruit Growers Exchange will plug "Sunkist" on "Today at the Duncans" over 41 CBS stations. The show, making its network debut, ousts "Hedda Hopper's Hollywood" from its 6:15 to 6:30 spot. Lord & Thomas is the agency.

American Home Products talk about Anacin, Bi-so-dol and other AH products on "Easy Aces" and "Mr. Keen, Tracer of Lost Persons" over 49 Co-

lumbia stations. The account is being placed through Blackett-Sample-Hummert.

Corn Products Refining Co. adds nine outlets for "Stage Door Canteen," extending its soldier show to 53 stations. Agency: C. L. Miller Co., New York City.

Pet Milk Co. renews "Mary Lee Taylor" and "Saturday Night Sere-nade" on CBS. The two shows have been running under Pet sponsorship for nine and six years respectively. Gardner Advertising Co., St. Louis, is the agency.

Navy Ads Continue

According to present plans, the Navy will continue its national advertising campaign for enlistments, now running in Sunday newspapers, until the end of this year. The new schedule, which will become effective in November, will use four 1000-line insertions in black and white and full color ads in the magazine sections of selected metropolitan papers.

The advertising will appear in all English-speaking newspapers of general circulation in the five recruiting divisions—Northeastern, Southeastern, Southern, Central and Western.

The account is being handled by BBD&O, New York.

Rubber-Saving

A. Stein & Co., Philadelphia, spotlights the new Paris "Free-Swing" Suspenders, which "can't skid off your shoulders," in 40 metropolitan newspapers and *Life*. Stein, asserting that Paris is first with the non-elastic front, ties in the copy with the rubber conservation program; also puts across a straight merchandising story on the usual adaptability of the patented swivel-action back to part elastic construction.

Newspaper Ad into Poster

Liberty Mutual Insurance Co.'s, recent full-page newspaper ad showing the burning transport Wakefield with the pertinent question, "Did the 7th column set fire to the Wakefield?", brought in so many requests for reprints that it is now being released as a poster for hang-up in industrial plants and coastal areas. To widen the front against carelessness and the resultant shackling of the war effort, Liberty Mutual has changed the copy to eliminate advertising mention of the company and added color for greater eye-appeal. The poster is offered free to those interested. BBD&O, Boston, is the agency.

TO PROPERTY OWNERS
who have not yet purchased
WAR DAMAGE INSURANCE

FIRST, let this be understood: Insurance we are selling is that of the Federal Government—as an agent and broker of the country through whom you can purchase a policy. Consideration of War Damage Insurance is required upon every insurance and business man. Its purpose is to protect property owners of America, and it is to them that this message is being sent—this advertisement.

Not whether, but IF . . .
You own a store in New Hampshire, a farm in Illinois or some business located in an apartment in California. It isn't a question of whether or not there is going to be a war, but if there is, the question is how you would be protected.

Second, don't let this be understood: You don't buy the insurance with the idea that there is going to be a war, nor do you buy it with the idea that there is going to be a war, nor do you buy it with the idea that you are going to insure someone with your car.

Think this over . . .
It is a stark, stark, no-nonsense fact that when a war is started, the damage will be great. It is a stark, stark, no-nonsense fact that when a war is started, the damage will be great. It is a stark, stark, no-nonsense fact that when a war is started, the damage will be great.

HARTFORD INSURANCE
Hartford Fire Insurance Company • Hartford Accident and Indemnity Company

Believed to be the first insertion on war damage insurance in national magazines, this advertisement by the two "Hartfords" offers convincing reasons why property owners should buy this new type of coverage. Newell-Emmett Co., New York, is the agency.

This War's Advertising Serves Both The Nation and Sponsors

After a fidgety start, manufacturers and their agencies have learned how to make advertising meet the many new corporate and national problems, and adjust their advertising to wartime "normal."

BY LAWRENCE M. HUGHES

PRESIDENT ROOSEVELT told the Advertising Federation of America convention last June that the "diminution of product advertising . . . does not mean an end of advertising. There are many messages which should be given to the public through . . . advertising."

In the first year of America's participation in the war, advertisers have found and begun to project a lot of these messages. As their problems have multiplied, they have learned that advertising, more than ever, can be made a vital and a versatile force.

Advertising is helping the Government to prosecute the war. Advertising is helping the people not only to adjust their lives to drastically changed conditions but to bring all their powers to bear on the great national objective. And advertising is helping the industries which employ it to meet these new conditions.

The Early Decline Is Over

These industries are working for the nation's survival—and their own. They will be going concerns when peace comes.

Cancellations which followed Pearl Harbor were not for the duration. Although some advertisers, faced with difficult product packaging, transportation and other conditions, dropped out last Winter, most of them have returned. And new advertisers have appeared to replace many of the rest.

The result is that the early-year decline in several major media has been reduced, and the total volume of advertising in the second half of 1942 may be about as large as in the same period of 1941.

Not only have certain government divisions, such as the Treasury and WPB, approved "reasonable" advertising expenditures, in considering tax deductions and costs under war contracts, but these and other divisions actively are aiding campaigns by private concerns and groups for war purposes.

The Government itself has expanded and intensified its own advertising programs, begun last year, to recruit soldiers, aviators, sailors and merchant seamen.

Advertising has adjusted itself to the new wartime "normal." Advertising, apparently, will have increasing responsibilities for the duration, and afterward.

In the first four decades of the century, modern advertising grew up with motor cars. Including gasoline and tires and appliances, automotive probably was the largest classification—larger even than food.

New Campaigns Are Started

Production of civilian cars stopped last February. Almost simultaneously, Japanese conquests in the Far East wiped out our natural rubber supply, and German submarines in the Atlantic sharply reduced gasoline stocks on the Eastern Seaboard. The pooling of distribution facilities today is eliminating gasoline product identity.

In the first half of 1942, automotive advertising in major city newspapers, and doubtless in other media, declined nearly 50%—48.3, to be exact—from the first half of 1941. But in September automotive was down only 16.8% from September, 1941. And *that* September, remember, was "new model month!"

The motor car people are making war materials instead of civilian cars, but they still find plenty of messages to tell the public. All 17 principal motor car makers a year ago are now running general campaigns. Willys talks of Jeeps, instead of low cost per mile; Packard subordinates, "Ask the Man Who Owns One" to "Packard for Precision Power," and Buick changes its slogan to read, "When Better War Goods Are Built Buick Will Build Them." But all 17 are back in advertising. The Chrysler divisions are telling their story together, in space and time advertising, but they're keeping their individual names alive. Ford dropped its Sunday Eve-

ning Hour in March, only to emerge with a seven-a-week news program over 107 stations in July. War work, Studebaker emphasizes, is its biggest job in 90 years. Nash-Kelvinator resumed advertising in September with a widespread and consistent campaign. And Crosley Corp., which made motor cars as well as civilian radios and home appliances, is reported ready to start a campaign on its war production.

Federal, Mack, International Harvester and other truck advertisers also are active. Rubber's "big four"—Firestone, Goodrich, Goodyear and U. S. Rubber—have found that, despite scarcity, they have a lot to talk about. Firestone, in newspapers, magazines and radio, has promoted a wide variety of non-rubber and even non-automotive merchandise now available at its dealers and service stores. The others, each in a different way, are running campaigns showing how and why to conserve rubber and other needed materials.

They Keep Their Names Alive

Goodrich and Goodyear also have begun consistent campaigns for their synthetic rubbers, Ameripol and Chemigum. Competition in this field doubtless will be intensified as some 30 large rubber, oil and chemical companies begin to reach large-scale production of synthetic rubber, under several different processes. Standard Oil of New Jersey and Du Pont, for example, already are important. Meanwhile, new rubber advertisers appear every month. Some of them are Hycar (controlled by Goodrich and Phillips Petroleum), Thiokol, Kirkhill Rubber of Los Angeles, and Houdry Process Corp., Wilmington.

Despite pooling, rationing and decline in number of motor cars in use, the oil-and-gasoline people intend to keep their names alive. Socony Vacuum, in fact, introduced a new product, Socony Houdry-Type gasoline, in the Mid-West this Fall and Gulf introduced a new motor oil nationally last Spring. Tide Water resumed national advertising after a year's absence. Standard of Indiana launched a campaign last month in 1,800 newspapers. Socony Vacuum returned to network radio in September, presenting Raymond Gram Swing on 140 stations. Texaco continues in maga-

zines and other media, and resumes the Fred Allen and Metropolitan Opera broadcasts, both over larger networks than last year. Esso and Sinclair, among others, ran consistent campaigns this year. MacMillan Petroleum introduces its Ring-Free motor oil in a "can without metal," in a widespread newspaper, magazine and trade-paper campaign.

The anti-freeze producers, worried about priorities in 1941, manage to run campaigns in 1942. Such large factors as Du Pont, National Carbon and U. S. Industrial Chemicals are back again this Fall, and some new "priority-proof" brands have begun to advertise.

The fact that wartime demands have thrust many automotive concerns into aviation probably will increase aviation competition after the war. General Motors' Allison division has become an aggressive advertiser, promoting its liquid-cooled engine against the air-cooled Pratt & Whitney and Wright. This fall, G. M.'s Aeroproducts division began its first general magazine campaign for Aero-propellers.

The aviation manufacturers themselves, however, are now a major classification. In 1941 they spent about three times as much in advertising as in 1940—most of it by Bendix, Lockheed and United Aircraft combined. Other major advertisers were Allison, Bell, Boeing, Douglas, Martin, Piper and Vultee.

To the list this year were added Aeronca, Beech, Cessna, Consolidated, North American and others. Brewster, Curtiss-Wright, Fairchild, Grumman and Republic may begin more extensive efforts soon. Most general aviation campaigns are in magazines and newspapers, but Lockheed has signed Orson Welles for a weekly dramatic program on the Columbia network.

The air transport companies have turned over many planes to the armed forces, but they continue to operate, and to advertise. American, Eastern and United, among others, are running campaigns. So are the 20 domestic airlines, together, through the Air Transport Association. Pan American launched a new series of magazine spreads this Summer, on aviation's role in the future, and American Export Airlines this year became an advertiser.

Other transport systems also have more work to do to meet war demands. But these demands also are an advertising story. National Association of Motor Bus Operators became a national advertiser this year. American Trucking Associations and Association of American Railroads continue consistent campaigns. The British Railways recently began a new campaign here. Southern Railway became a magazine advertiser. Baltimore & Ohio, Great Northern, New York Central and Santa Fe, among others, started new campaigns this Fall. Eleven eastern roads started a co-

ordinated program in newspapers.

Nobody is going to Hawaii for a vacation this Winter, but Matson Line has an advertising story to tell, on its military shipping service, and is telling it consistently, in magazines. Grace Line and American South African Line recently ran newspaper advertisements pointing out that wartime additions to their fleets will fit them to meet better the demands of peace. Of its 2,100 seamen, says United States Lines, more than 300 already have made the supreme sacrifice. Is *that* a story?

Like the automotive industry, the radio and home appliance industry has switched virtually all its production facilities to war work. These companies have changed their messages from what to buy to keep old appliances going. They are also running institutional campaigns on such themes as increasing war production and keeping war workers healthy. Westinghouse and Servel, for example, have started nutrition campaigns.

Both Philco and RCA resumed advertising on an extensive scale this Fall, with war work messages. General Electric and Timken are promoting fuel conservation, and G-E, among other things, is introducing the public to electronics. Scott, Sperton, Stewart-Warner, Stromberg-Carlson and Zenith have introduced 1942-model messages. Graybar starts its first general campaign in several years. Frigidaire, Kelvinator and Leonard



The little toy soldier has gone to war



Yes, America's toys have gone to war... along with radios, refrigerators, ranges and many other modern necessities of life. But they'll be back—new, better and more plentiful—in Year Family Store of Tomorrow

SORRY, SON, Santa Claus can't wait any little lead soldiers for you this year. Dad's new radio, too—and the refrigerator mother wanted—have given their steel and copper and aluminum for war.

But don't you worry, peace will bring America's best comfort back—and more.

Home will be truly a House of Wonders in this new Victory world. Science already knows how to make it comfortable beyond our dreams. Invention will fill it with conveniences we have never known.

Methods developed by war will improve products and shorten their manufacture. An abundance of materials, new and old, will make things plentiful.

All Sperton Plants on War Work Now!

Sperton, with the aid of American industry, has shifted all civilian production for the duration—and has trained all its plants, in the United States and Canada, in the service of war needs.

So, Sperton-made radios, now speak on a distant combat front. Sperton stoves send their warnings in every corner of the globe. Sperton homes do duty in thousands of military vehicles.

But Sperton is looking ahead. Sperton products will be back—existing new products, of higher quality, in wider variety. And a simplified, money-saving method of distribution will bring them to you at amazingly low prices. That is The Sperton Way.

Rely on Your Exclusive Sperton Dealer

You may plan on those good things from your exclusive Sperton Dealer (only one in each community). Leading merchants, who are serving you so splendidly today under difficult conditions, are also building for a world of tomorrow that will be worth all the work and sacrifice.

Americans who, before Pearl Harbor, bought beautiful Sperton radios or, radio-phonographs knew what The Sperton Way meant in sensational savings on quality home equipment.

You may be sure that the new and finer products of Sperton Laboratories will come to you under this same distribution plan—at prices within the reach of everybody.

Right now, we are working to win a war. But we are planning for a peace that will bring new security, leisure, comfort and plenty for all.

THE SPARTON-WITHINGTON COMPANY
JACKSON, MICHIGAN
Electrical Products for Industrial, Domestic and Home Use
Primitive Builders Since 1926

Home Sweet Home will be a house of wonders... in the world of tomorrow

SPARTON

Radio's richest voice since 1926

THE SPARTON WAY... a simplified distribution plan... through one exclusive dealer in your community. Home equipment at lower prices, through one exclusive dealer in your community.



A partial list of leading stores that share with you the benefits of The Sperton Way—

And with the little toy soldier went the new radio Dad wanted, and the new refrigerator Mother was to have—giving their steel, copper, lead, aluminum to the Machines of War. "Sorry, Son," concludes Sperton, "... Right now, we are working to win a war. But we are planning for a peace that will bring new security, leisure, comfort and plenty for all." This ad lists also 140 Sperton distributive outlets.

resume advertising. Schick Shaver and Toastmaster begin conservation campaigns.

Notable among this year's cooperative efforts were a \$1,800,000 campaign for metal and other scrap, financed mainly by steel companies, and a \$500,000 fats salvage campaign, financed by soap and glycerine companies. Both carried the Government's blessing, and were organized largely through the Advertising Council. The council also is working on a score of other war-aid programs with the Government, some of which will involve paid advertising. The recently-formed Bureau of Campaigns of the Office of War Information will facilitate them.

The metals industries are increasingly active in general advertising. They include U. S. Steel, Bethlehem, Republic and a dozen other steel companies, Aluminum Co., Anaconda Copper, Climax Molybdenum, International Nickel, as well as lead, zinc and magnesium producers. U. S. Steel last summer ran its first large-scale newspaper campaign, in 263 papers. . . . Midvale Steel began in magazines this Fall. . . . The list of heavy-industry companies which have recently become general advertisers must be a yard long. One of them is Higgins Industries, Inc., of New Orleans. Others include makers of tools and lathes and bolts and instruments. What they're doing to help win the war is everybody's business.

Ads Explain Innovations

Several hundred of these and other companies have won the Army-Navy "E" award for production excellence. Scores of them have found this occasion fitting for their general advertising debut.

Meanwhile, consumer industries employ advertising to meet new and varied problems, and to introduce new products.

In foods, for example, frosted and dehydrated products (as well as paper and glass) are helping to overcome the tin shortage. General Mills and Thomas J. Lipton, Inc., have widened distribution and advertising of dehydrated soup mixes. Del Monte promotes its full line in glass and Lever Bros. presents Spry shortening in glass jars. Van Camp, after 75 years of emphasis largely on canned beans, switches to a new macaroni product called Tenderoni, and builds sales for it in six months up to the formed canned beans level. . . . Birds Eye Frosted Foods expands its advertising to \$500,000 a year. . . . American Molasses, Corn Products

(promoting dextrose) and Golden Blossom Honey this year expanded their advertising to present ways of meeting the sugar shortage. So, among others, did Duff's Ginger Bread Mix.

In spite of meat rationing, American Meat Institute intends to keep people in the meat-eating habit, with the help of a \$2,000,000-a-year campaign. . . . Coffee is scarce, but Pan American Coffee Bureau starts a \$600,000-a-year program to emphasize that it's "too good to waste." . . . American Dairy Association and American Cranberry Exchange currently expand advertising efforts. . . . Fleischmann's Yeast begins an educational campaign to prove that "bread is basic." . . . Heinz keeps its sales force and advertising agency busy by taking on national distribution of Swerl cleanser and Sun-Maid Raisins. . . . California, Florida and Texas citrus associations plan new campaigns. . . . New cereals, such as Instant Ralston, Quaker Oaties and Grape-Nuts Wheat Meal, get increased promotion. . . . Hawaiian Pineapple continues to advertise.

Doings Emphasize Vitamins

Many food advertisers ran campaigns this year as part of the National Nutrition Program—enumerating vitamins and minerals. But drug advertisers also have increased their vitamin efforts. Lambert Pharmacal introduces Nutri-Mins; Anacin Co., Benefax vitamins; Bovinine Co., Vitules. Vick Chemical acquires Vitamins Plus and starts nationwide advertising for it. Lever Bros. extends advertising of Vimms from coast to coast. Miles Laboratories increase efforts for One-a-Day vitamins.

Drug, as well as food and other advertisers, are capitalizing on the fact that the stork this year will bring almost 3,000,000 additions to the nation's population—or about 500,000 more than the previous all-time record made in 1941. This fact has inspired enlarged campaigns, among others, by Mennen's borated powder and Gerber's baby foods.

For a somewhat different reason, the war has increased campaigns for Unguentine, for burns, and for Johnson & Johnson and Bauer & Black first-aid products.

Personal appearance is still a promotional factor. Shaving cream appears in glass jars, tooth paste in plastic tubes, lipsticks in plastic containers, and more new habits are made with advertising. . . . Despite the cosmetics limitation order, Bourjois, Coty, Pond's, Shulton and others are going ahead with Christmas advertising plans.

Bayer Aspirin starts an institutional campaign in newspapers on medical discoveries for control of disease and relief of pain. . . . Feen-a-Mint expands its "Double or Nothing" show to 203 stations, the "world's largest network." . . . Ivory and Palmolive soap launch new campaigns, offering new beauty, respectively, in 12 and 14 days.

The beverage people (hard and soft) have met various difficult conditions this year, but most of the major factors among them have continued or resumed advertising.

The sugar shortage, for example, caused Coca-Cola and Canada Dry to cancel schedules a few months ago, but now they are back as strong as ever. Pepsi-Cola has kept at it consistently, and Royal Crown Cola launched a new nationwide campaign this Fall. Red Rock Cola, expanding distribution, probably will start national advertising in 1943.

Beer Bursts Forth in Ads

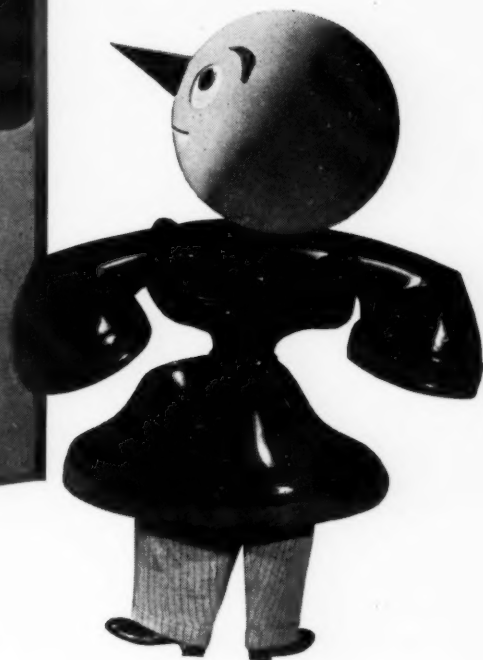
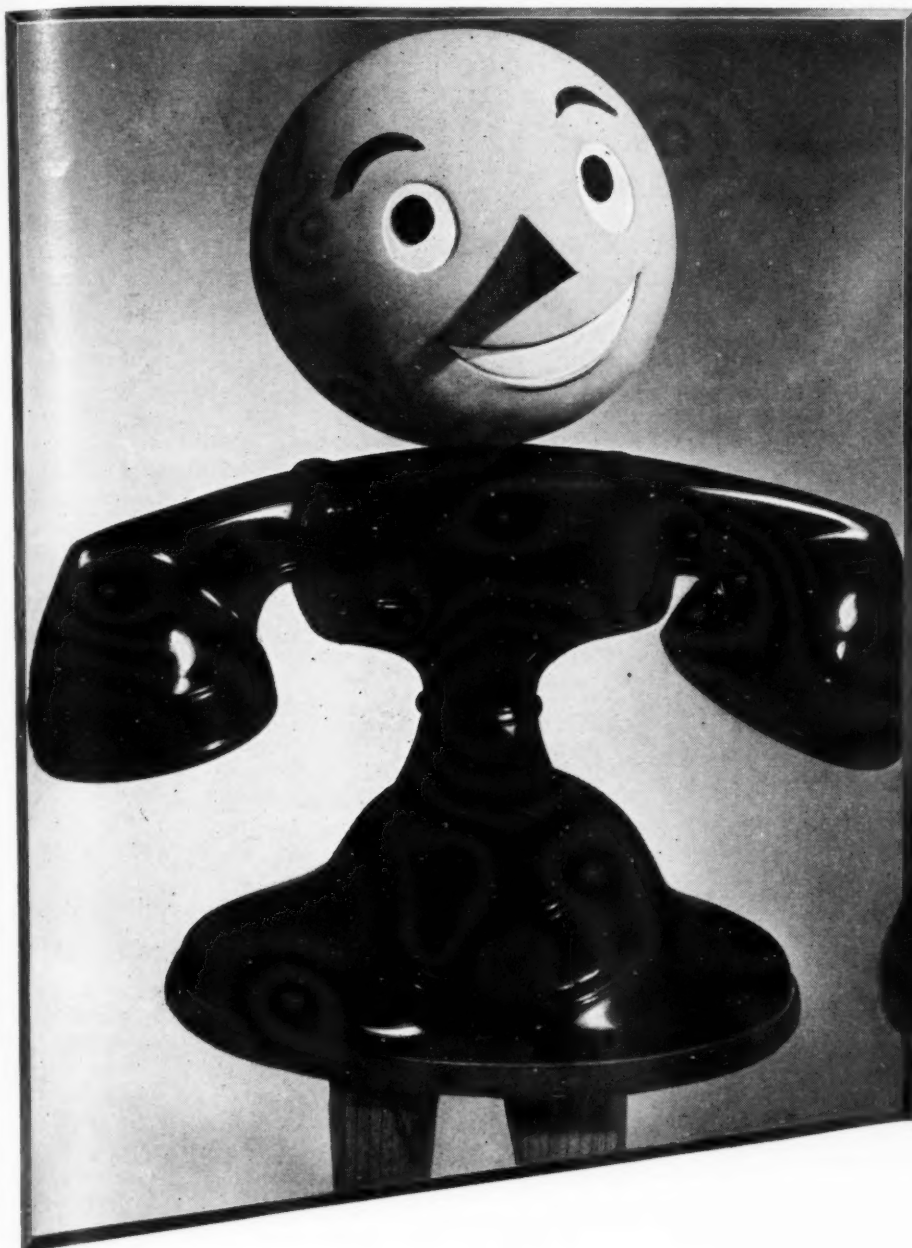
Budweiser beer was out of advertising in the first half of this year, due largely to inability to meet demand. But this Fall, in newspapers throughout the country and in magazines with combined circulation of 36,000,000, Anheuser-Busch, brewer of Budweiser, started to emphasize its work also as a producer of yeast, of vitamins for human beings and livestock, syrups, starch, refrigerating equipment and Diesel engines. . . . Schaefer beer this year promotes its centennial in an enlarged campaign. . . . Because of the tin (and bottle cap) shortage, many brewers advertised last Spring to announce their shift from cans to bottles, and later urged customers to buy the large bottles. In one or two instances, brewers even asked customers to switch to draught beer.

Liquor imports, including rum from the Caribbean, have been reduced by war shipping difficulties, but Scotch whisky continues to get through. There is a six-year normal supply of Scotch in Great Britain and an eight-month supply here. Certain liqueurs and other beverages formerly made abroad are now produced here. Hiram Walker, among others, is expanding advertising for domestic liqueurs.

Production of gin, and then whiskey, has been stopped in the United States. But National Distillers had enough to advertise Gilbey's aggressively last Summer and Continental continues Dixie Belle gin advertising. National has launched a \$400,000

(Continued on page 63)

SALES MANAGEMENT



"If I were twice as big"

"Then I could give the public all the service it wants and take care of the war on top of that.

"But I can't get bigger now because materials are needed for shooting. So I'm asking your help to make the most of what we have.

"Please don't make Long Distance calls to centers of war activity unless they are vital. Leave the wires clear for war traffic."

BELL TELEPHONE SYSTEM





For the book, the hay-fever season just ended broke all records for meanness. Heavy rainfall prior to August 15 had produced a bumper crop of ragweed, and some three millions of us paid through the nose, literally.

Shakespeare asked: "What's in a name?" and Ethyl Corp. has been answering in its current series of advertisements. It gives the meaning of various girls' names, winding up, of course, with its favorite femme, Ethyl.

I haven't looked it up, but "Louise" must mean "a predilection for punning." Leastwise, Louise Murphy parodies with "Deep in the heart of taxes" and Louise Surgison thinks that if we send army dogs to England, it will come under Leash-Lend.

Les Colby sends an item from the *Chicago Journal of Commerce* about a meeting of the insurance-advertising group which must have had to hang out S. R. O. signs. A woman editor was scheduled to speak on "How to Make Women."

After being out of the public prints for a couple of years, Wilbur-Suchard Chocolate Co. has resumed speed, with space in *Woman's Day* and a string of business-papers. Wilbur-Suchard is maker of the famous Wilbur Buds.

"Call to Fall Colors" was a cute headline on a little ad for Pocono Manor in *Keystone Motorist*.

I saw something the other day about dehydrated carrots. Why would anybody bother to dehydrate a carrot?

And why do we invariably deify "Victory" with a Cap "V"?

Theme for the Blood-Donor Division of the Red Cross: "Brother, can you spare a pint?" (Incidentally, Miss Surgison, would this come under Leech-Lend?) A poster might say: "You, Too, Can Be Anemic."

The sweater-girl has her good points, but she is said to be a menace on the production-line. How's a fellow going to avoid a laxident handling a punch-press or a turret-lathe?

A picture of Secretary Morgenthau in *Time* magazine shows him leaning dejectedly on one elbow, with a far-away look in his eyes. What's he worrying about? You and I are the ones who must dig down, cough up, and come across.

That was certainly the spot for the cut-caption: "Deep in the heart of taxes."

When I introduced George Millington, of *Better Homes & Gardens*, to Pepperidge Farms whole-wheat bread, I told him I was probably doing him a disservice. He'll have trouble going back to just "bread" after sinking his bicuspid into the cake-like texture of Pepperidge. And 27 cents a loaf puts a dent in the budget.

Jim Morrow pointed out a Schaefer's Beer ad, said he thought I would like the headline: "In a glass by itself." I said: "Yeah, I do. I gave that same headline to Walter Weir years ago for a ginger-ale ad. What's more, it was printed."

A ghost-writer ought to feel at home on a skeleton-force.

That same George Millington knew a flyer in the last war who had trouble pronouncing "altimeter." So he called it the "How-high-you-go-up Box."

I get extremely weary of editorials and articles on the general theme of "what we are fighting for." The writer of these maudlin pieces usually goes all-out for the corny commonplaces. The immediate objective is much more practical than the preservation of the sentimental categories.

We're fighting to keep a band of gorillas from goose-stepping along our street in the suburbs, pounding on our door with the butt of a Mauser, lining our parents against a wall and letting them have it with a machine-gun, and carrying off our nubile daughters to what the old penny-a-liners called "a fate worse than death." We are fighting to save our very necks, and that is no figure-of-speech. Let's save the corn for succotash.

Sometimes, a fellow writes some-

thing that reminds him of that inelegant but expressive couplet in the song about Arthur Murray: "To my way o' thinkin', it comes out stinkin'."

A saboteur is a pain in the arsenal.

Beau Beals, who does a sophisticated column for *The 19th Hole*, sends a slogan for a house-wrecking firm: "Oedifice Rex."

Tessie O'Paque thought they were saying: "Heavy, heavy, what a hang-over!"

After 22 years with the Warner Hardware Co., Minneapolis, Martin Olsen, ad mgr., is off to the wars. He'd be a good guy in any man's Navy.

NIT—"Could you write Dagger Rum copy?"

WIT—"I could make a stab at it."

P. R. Mallory, Indianapolis, parodied a well-known play and movie in a page featuring noise-filters: "Kiss the noise good-bye."

And then there was the short-order cook who went into the shipyard as a launch-counter.

Three mentions in one issue ought to give me possession or something. For the record, I'll have to add that Todd Protectograph headlined a page: "Deep in the heart of taxes."

Overheard: "She got her southern accent drinking out of Dixie Cups."

Rime & Reason Dept.: Grey-Rock says: "Brake & Clutef Mean So Much."

Copywriter - Makes - Good Dept.: When Nelson Eddy wrote copy for me, he was paid fifty fish a week. He gave up writing for singing, and has put \$3,500,000 into the sock, as reported by *Variety*.

John Bierlein quotes Yamamoto: "I am looking forward to dictating peace to the U. S. in the White House," and comments: "The Honored Jest."

Petty graft: Little Steal.

Waldo Wright, of the I.C.S., sent Frank Haylock, of U. S. Rubber, the line: "Keep 'Em Enrolling." And Frank came right back with one for Mohawk Carpets: "Keep 'Em Unrolling."

T. HARRY THOMPSON

SALES MANAGEMENT



MID-AMERICA

NEW wealth of 30,000 NEW industrial workers is taking shape in Mid-America. "Change to the tune of an estimated aircraft workers payroll to one and one-half times the present Oklahoma City payroll"—was the forecast for the immediate future of this NEW fortress of industry by Col. Wm. R. Turnbull, commanding officer of Oklahoma City Air Depot. Aircraft assembly plant will shortly contribute an additional 68 millions annually to swell this surge of NEW money in Mid-America.●

Add this NEW wealth to the already established and lush market of Mid-America. Totals explain unprecedented sales successes in all available goods. Points the way to a revised and expanded use of Mid-America's two great newspapers—the Oklahoman and Times.



The OKLAHOMAN and TIMES



THE OKLAHOMA PUBLISHING COMPANY: THE FARMER-STOCKMAN ★ MISTLETOE EXPRESS ★ WKY, OKLAHOMA CITY
KVOR, COLORADO SPRINGS ★ KLZ, DENVER (Affiliated Management) ★ REPRESENTED BY THE KATZ AGENCY, INC.

NOVEMBER 1, 1942

[29]



Front Street, Port Jervis, pleads eloquently to have its face lifted.

Community Plan Builds Morale And New Market in Small Town

Port Jervis, New York, adopts the Department of Commerce "Small Town Manual" as a blueprint for action, and launches a civic betterment plan to attract new industries, and to increase population and effective buying income.

(SALES MANAGEMENT editors once again urge every manufacturer to obtain a copy of the "Small Town Manual," published by the Department of Commerce, and to go over it in detail. Copies should be given to key salesmen who call on dealers in small towns with the idea of urging the organization of local community projects. The promotion of small town betterment plans will create new business and new markets. For further details on the Manual, readers should refer to the first article in the series, "Dept. of Commerce Gives Small Towns a Pattern for a 'Community Plan'" in the October 20 issue of SALES MANAGEMENT.)

WHEN a town which is a "natural" as both a manufacturing and a trading center finds its population diminishing and its retail sales tapering off, it is time to do some stock taking. A town which found itself in this position is Port Jervis, N. Y., a main terminal on the great freight-carrying Erie Railroad.

This, then is the story of Port Jervis. This is the story of the small town which is taking advantage of the available assistance of the Depart-

ment of Commerce to "repackage" itself, to attract new manufacturers, to extend its trading area, to prepare for the post-war period.

This, too, is the story of how community planning is changing the marketing picture of the nation, of how community action will create new markets, revive old ones, help new struggling industries. This story is a new fable, a converse of the tale about the man who wondered why big rivers always flow by the big towns.

Named in honor of John B. Jervis, the first construction engineer of the Delaware and Hudson Canal, the town was, in the late 1820's, the principal port on the canal through which anthracite was transported from the mines to the tidewater. The opening of the railroad in 1847 accelerated the development of the town. But the D & H Canal is rapidly filling up, and it will soon be only a memory. Erie trains go through now to the West, and Port Jervis is but a large railroad junction.

The country surrounding the town-ship is a rich agricultural and dairy-

ing area which extends into New York and Pennsylvania. Truck gardening and fruit growing supplement general farming and dairying.

Port Jervis has not been prospering. The population of the town decreased from 10,000 in 1930 to 9,000 in 1940. Since 1940 this trend has been accelerated and a 1942 census would indicate a still higher degree of loss owing to the fact that so many families have moved recently from Port Jervis which has no defense works to localities where abundant defense jobs are available.

From time to time several civic minded individuals had sought ways and means of surveying the town to ascertain its assets and liabilities, and to develop a plan for action, but until the Department of Commerce published the manual "Small Town Manual for Community Action," there was no well organized program available which a small town could use. But with the blueprint, plus the active cooperation of the Department of Commerce which chose Port Jervis as a "guinea pig" city, the committee was organized, and the work started.

Surveys Are Made

The executive committee, known as the Port Jervis Development Committee, was composed of the mayor, the Postmaster, a banker, an attorney, the president of the Merchants Association, and local merchants.

Sub-committees were set up to survey, according to the manual, the following phases of Community Life. Housing services, trade area, historical interest, industrial, educational, and agricultural facilities, retail trade, tourist attractions, and religious, social and recreational activities.

The committees met. They analyzed the problems, using the manual as a check-sheet and guide. They discussed solutions, and began effecting some of them immediately.

The highlights of the surveys made by the 13 committees representing 84 people indicated six main conditions which had to be changed if Port Jervis were to regain its place on the map.

1. The trading area was charted and, while many services covered large areas, it was discovered that farmers in surrounding areas were not coming to Port Jervis to trade. They were going to other centers where special services were offered to the farmer.

2. Port Jervis is of historical interest, its history going back to the French and Indian War. However, it never has been exploited as a national landmark.

SALES MANAGEMENT



GOOD, MADAM? WHY IT'S ADVERTISED OVER WBBM!

For 17 straight years **wBBm** has sold more products for dealers and done more direct dealer contacting than any other Chicago station. This is one of the reasons why surveys prove dealers have a 30% preference for **wBBm**. Let this preference help sell your product.

wBBm
CHICAGO
50,000 WATTS

THE LEADING CHICAGO STATION FOR 17 STRAIGHT YEARS

wBBm is the midwestern key station for the Columbia Broadcasting System and is represented nationally by RADIO SALES: New York, Chicago, St. Louis, Charlotte, Los Angeles, San Francisco



Meet the leaders of the Port Jervis Development Committee. From left to right: Thomas J. Conmy, chairman (Port Jervis postmaster); Allen M. Tucker, secretary (local utility); Geo. W. Alton (merchant); J. O. Whitten (contractor); Isaac Sargent (merchant).

3. Population figures for 1930 and 1940 showed that while the State of New York, the County of Orange and nearby cities of similar size increased in population from 3% to 8% in the last decade, Port Jervis lost 4.8%.

4. The age distribution of population showed that the proportion of young people (18 to 35) in the 1940 census was 24.8%. It was found that a high percentage of high school graduates leave the town; in fact, high school authorities estimate that the community already has lost about 70% of the 1939 and 1940 high school graduates.

5. Per capita retail sales in Port Jervis tend to be lower than those of nearby towns.

6. With the exception of the railroad, there is no outstanding industry in the community. On the other hand, there are several small industries which could be developed, and related industries which might be induced to come to the town.

The New Program

Here then were the problems: How to attract the farmer, how to interest the younger blood, how to stop the emigration from the town, how to attract new people and new industries?

Many of the answers still have not been found. Many of them have been discovered, but have not yet been placed in operation. Several are already in effect. Community planning is similar to a serial story, it's a day-to-day story, composed of many parts. The conclusion is a long way off, but each improvement put into effect has an immediate result.

The Farmer Committee proposed that a bulk milk station be brought to

Port Jervis, and recommended aggressive action in the appointment of a committee to promote the agricultural interests of the area; to establish a Farmer's Market, and to promote the installation of small cold storage lockers. The committee also indicated the need of a local outlet for the things the farmer has for sale, and is now negotiating with a canning factory.

The Retail Trade Check-Sheet Committee suggested the need for closer understanding between the merchants and the consuming public in order to better serve the needs and likes of the buyers. The Merchants' Council worked closely with this committee. Two immediate needs were indicated . . . a good, modern general department store, and the modernization of the local shops. Today, the committee is conferring with shopkeepers and merchants, attempting to sell them on the need for modernization.

The Erie Railroad shops are located in Port Jervis. In addition, the industries of the town produce glass, silk gloves, rayon, silverware, slippers, shoes, ladies' garments, knit goods, braid and burial vaults. In attempting to interest new industries and allied industries to provide jobs for the community, the committee kept in mind not only the current defense industries, but firms which will play a positive role in post-war construction.

Cite the case of the Crescent Silverware Co. which would be in a position to obtain war work on surgical instruments if they had forging facilities. These instruments must be hand-forged, and while Crescent has the equipment and personnel for doing all the finishing work on these instruments, they are blocked by the lack of forging facilities.

This condition will be as true in

post-war times as now. Most of the industries at present located in Port Jervis buy sizeable quantities of corrugated containers, and the industrial committee in searching for related industries suggested that Port Jervis might be an ideal location for a paper box factory, manufacturing both corrugated and cardboard.

Recently, Skydyne, Inc., manufacturers of plastic plywood airplane parts, through the efforts of the committee, opened a plant in Port Jervis. Other new developments have been the acquisition of the Port Jervis Laboratories which is contemplating entering the dehydrated food field, and the Port Jervis Defense School which is turning out 60 skilled workers a semester.

The necessity of providing more work opportunities and recreational facilities for young people was stressed in the reports. To give younger members of the civic group the needed channels for self-expression, the Development Committee endorsed the establishment of a Junior Chamber of Commerce.

Immediate Results

A specific need indicated by the Transportation Committee was that of improving the two highways leading into the town. A long-range plan would include encouragement of the Erie Railroad to electrify its connections with New York City from Port Jervis to the mid-town terminal in the metropolis.

With the program in operation only a few months, several positive achievements can already be found: Two new industries have been brought to town, Skydyne and the Port Jervis Laboratories, both employing a number of men; a Junior Chamber of Commerce has been set up to maintain the interest of the young people of the community. Port Jervis, through the operation of the manual plan, has attracted national interest, and is receiving dozens of inquiries both about the plan and the community from all over the country.

From an incipient ghost town, Port Jervis has started to prosper. The butcher, the baker, the candlestick maker, with the aid of the manual plan, are learning not only how to survive, but are anticipating expansion.

Correction, Please!

SM erred in the September 15 Human Side story, "Sub-Deb Style Shows," when it gave 30,000 as the total membership of the country's Sub-Deb Clubs. This figure should have been 100,000.

SALES MANAGEMENT



*Doesn't the man look
funny in Junior's suit?*

We might even suggest that he is suffering from lack of coverage. But then you'd guess that we were just trying to give you a different slant on a market coverage story. And you're right . . . but so is the Pittsburgh Market different.

For one thing, most of the families in the Pittsburgh Market (better than 6 out of 10) live outside the ABC City . . . the opposite is true for most other large cities.

And the majority of these families live and work in 144 cities and towns surrounding Pittsburgh where the Post-Gazette offers 50% more coverage than any other Pittsburgh daily newspaper.

This . . . plus the fact that the Post-Gazette's city circulation is the second largest in Pittsburgh . . . is why we say that only the Post-Gazette will give you effective, balanced coverage of the entire Pittsburgh Market.

PITTSBURGH POST-GAZETTE

Represented Nationally By Paul Block & Associates

Boston • New York • Chicago • Philadelphia • Detroit • San Francisco • Los Angeles • Seattle

Retail Customers Shun Cheaper, Unknown Brands During Wartime

Survey in 12 cities reveals such strong consumer demand for nationally advertised products that retailers find great difficulty in switching to private brands; latter unlikely to make great strides during emergency if manufacturers continue to support their well-known brands.

BY M. F. ALLISON

Promotion Manager, Station WLW,
Cincinnati

A STORY which appeared in your August 15th issue, "Cutting Cooperative Advertising? Then Put Your Money in National" has intrigued my interest to the point of making a few observations which differ somewhat from those of the author, Frank E. Fehlman.

Mr. Fehlman begins on the premise that the cost of cooperative advertising under present conditions is out of proportion to sales of nationally advertised products (undoubtedly due to problems of supply). In amplifying this thought, however, he makes several comments which, since no source for his reasoning is given, must be construed to be purely personal opinions.

Known Brands Move First

The reason I am so much interested in the whole problem is that we have been conducting a dealer survey on wartime advertising in the 12 cities in which we maintain field representatives.

The findings of both our survey, and those of a somewhat similar Nielsen survey made in seven midwestern states, do not agree with some of Mr. Fehlman's observations. He says, for instance, that people are not going to walk from one store to another trying to find Aunt Edna's baking powder or Uncle Harry's coffee. In our case, W. H. Albers, president of the 44 Albers super-markets which serve central and southern Ohio, said in interview: "If a nationally known brand is called for but is out of stock, another nationally advertised brand is usually second choice. An advertised brand buyer will not take 'just anything' else." Further, Mr. Albers said, "It is vitally important to continue to make every provision for cooperative advertising and supporting activity at

the point of every sale, in order to obtain better cooperation from the dealers."

In fact, Mr. Albers went so far as to say that continued advertising would be a strong determining factor in keeping the structure of the retail food business intact during the war.

On the subject of private brands, E. H. Strubbe, secretary, treasurer and general manager of White Villa Grocers, Inc., which has 1,100 stores serving Ohio, Indiana, Kentucky and West Virginia, says:

"During ordinary times, a consumer may be willing to experiment with a cheaper or unknown brand. But when future availability of merchandise is doubtful, consumers take no chances and insist on products which are familiar, and whose quality is known, through experience, to be dependable.

"Our experience in over 1,100 stores proves that right now when a consumer stocks up, she is buying the brands she knows. She is buying merchandise of known high quality.

"Yes, in times like these, quality products move first. The poorer quality and less known brands move last."

Further, these findings are confirmed by our interview with J. W. Cassin, president and general manager of the Dow Drug Co. The Dow Drug Co. operates 33 stores in Greater Cincinnati, five in Pittsburgh, two in Springfield, one in Middletown, and one in Steubenville. Mr. Cassin reported that 70% of the time there is no second choice for a nationally advertised brand of proprietary medicine or toilet article that is out of stock. The customer will go somewhere else to buy the nationally advertised brand she wanted in the first place. Mr. Cassin was not speaking from personal opinion. His figures were based on a Nielsen Central Consumer Survey made in seven states—

Michigan, Ohio, Indiana, Illinois, Wisconsin, Minnesota and Iowa. Retail stores in cities of over 2,500 were surveyed.

Mr. Cassin continued: "Eventually, they may take what they can get without regard to quality, but as long as our customers have a choice, they demand nationally advertised brands."

N. E. Kreuzberg, sales and advertising manager of 75 U-Be-See Food Stores, associated with the Lima-Kenton Grocery Co., Lima, Ohio, said: "As I see it, the fate of all food manufacturers is now entirely in the hands of the retailer. From my own personal observations, the retailer is generally interested in some private brand that he suggests and generally sells, should the advertised brand be out of stock.

"It appears that unknown brands are quite likely to make great strides unless all possible advertising support is continued for known brands in the retail food business."

Advertising Is Wartime Must

The Bureau of Advertising recently took cognizance of the problem by saying in a letter over the signature of William A. Thomson:

"The grocery advertiser may assume, I think, that his customers fall into two classes:

1. Those who want his product, but who are easily persuaded that war has made it scarce and that it simply can't be had. These people are swinging fast to substitutes.
2. Those whose brand loyalty is strong enough to make them seek his product in other than their normal shopping-places . . . and to discover where it can be bought."

Mr. Thomson does not give a percentage rating to these two classes of food buyers; hence, we can only assume he believes they are of equal size in the mass-buying public. Therefore, it seems again that the comments made by Mr. Fehlman do not agree entirely with others who are studying the current situation in the retail movement of consumer goods, both drug and food.

Mr. Fehlman and I certainly are in agreement, however, on the desirability of continuing national advertising in wartime. If very many of your national advertiser-readers who accept as

People are funny!



..... speaking of big battles!

The world's greatest war goes on. One day recently, two girls in our office came back from lunch breathless with excitement. With their very own eyes, they had just seen a taximan bust a cop right in the nose. It was really super-terrific!

Sure, people are funny. You, too, so don't look superior. Little things in your life loom larger than cosmic events. People you know interest you more than millions you don't. Everybody's life is made of little things.

The Sunday comics can't match the news pages in significance, or useable information. But most people became acquainted with Sunday comics before they could read the news pages, or cared about information. The Sunday comics, through time and habit, became something familiar and personal. And they are entertainment and diversion.

So ever since adults admitted reading the Sunday comics, they have rated high as ways and means of reaching people and

registering with them. And the highest rating obviously goes to the best comics, in the best Sunday newspapers—which means the Metropolitan Group.

THESE twenty-four great newspapers in nineteen major cities total up 12,000,000 circulation—reach a majority of families in the urban markets that make the majority of national sales. No national medium touches the Group for intensive coverage, or placement of circulation where it counts.

And few other forms of media match the readership—81% among adult men, 79% among women—or the regular reading habit, on Sunday when people are at home, or the favorable mood-making qualities which get better acceptance for advertising.

The space unit is big. There are four colors to add color to your story. The cost is low... The time is now! Learn more about the Group. Ask any office soon!

Metropolitan Group

Baltimore Sun • Boston Globe • Boston Herald • Buffalo Courier-Express • Chicago Tribune • Cleveland Plain Dealer
Des Moines Register • Detroit News • Detroit Free Press • Milwaukee Journal • Minneapolis Tribune & Star Journal • New York News
New York Herald Tribune • Philadelphia Inquirer • Pittsburgh Press • Providence Journal • Rochester Democrat & Chronicle • St. Louis Globe-Democrat
St. Louis Post-Dispatch • St. Paul Pioneer Press • Springfield Union & Republican • Syracuse Post-Standard • Washington Star • Washington Post
220 East 42d St., New York • Tribune Tower, Chicago • New Center Bldg., Detroit • 155 Montgomery St., San Francisco

substantially true his statement that their former customers will immediately do an about face because of wartime shortages, despite the years of satisfaction they have known with the use of the product, despite the substantial investment he (the manufacturer) has made to improve the product and the packages, then Mr. Fehlman doesn't really give much reason why any manufacturer should "stick it out."

It seems to me that the present situation is one which calls for redoubled efforts with dealers. Manufacturers need to give their dealers every tangible evidence of good faith in their expressed desire to keep the dealer in business during the difficult merchandising period the war presents. These dealers have cooperated on countless promotions staged by the manufacturers . . . they have participated in every type of seasonal and new product drive. It seems that they deserve a better fate than to be forgotten now. If advertising help is denied the retailer at a time when he needs it most, the manufacturer of a nationally advertised brand leaves him no alternative but to push unknown brands.

Salesmen Are Vital Necessity

If private brands are, of necessity, replacing nationally advertised brands on the grocer's and druggist's shelf, then, as I have said, it would appear more consideration than ever should be given to dealers, to keep them friendly and willing to cooperate.

Which brings me to the next observation on Mr. Fehlman's article—his recommendation that manufacturers immediately reduce their sales staffs. If dealer relations are jeopardized by problems of supply to begin with, this would seem to be folly indeed. Intelligently guided activities of salesmen right now can go a long way toward solidifying the position of national advertisers with retail dealers for the post-war period, when consumer goods for civilian use can be produced in abundance once more.

National advertising has done, and is doing, a heroic job in promoting the war effort. Coupled with the efforts of manufacturers' own salesmen, it can maintain the demand for nationally advertised brands in local retail stores, even though its supplies may dwindle.

The war has brought into sharper focus the true importance of the retail dealer to the whole food and drug distribution picture. It is an accepted fact that the dealer can make or break a campaign at the point of sale in peacetime. To how much greater de-

gree is the fate of the national advertiser in the hands of the retailer in times like these! That's why manufacturers should give their dealers more time and attention than ever. The salesman can show his dealers that his company has the fortitude to spend important money to advertise its products, even though it cannot hope to meet all demands for them. He can build good will that means something by reminding the dealer that his company is risking possible sales of another company's product in

order to do its share toward holding the soul and body of his business together. And the conviction of this personal call is essential, added to the message of the national advertiser via radio, newspapers, and magazines.

But you can't make calls with a skeleton crew. Therefore, I can't agree with Mr. Fehlman's advice that the force should be reduced as soon as possible. True enough, Mr. McNutt is going to do this for all of us later—but if you try to outguess him, you might end up with no crew at all.

Transit Rise to 20 Billion Fares Reflects Markets' Rapid Growth

TRANSPORTATION advertising in the United States in 1942 will have a combined circulation of 20 *billions*. This is an increase of about five billion from the number of fares in 1941. It is well ahead of the previous 17-billion record made in 1926.

Twenty thousand million impressions are being conveyed this year to some 40 million individual people in urban localities. Nearly all of these people are adults, and 46% of them are women. They are "locked in" with this advertising, on the average, for 20 minutes a ride.

And yet they can be reached at a cost averaging five *cents* a thousand.

While other major media are struggling to hold their own these days, the volume of transportation advertising, local and national, this year, is up about 33% with some cities approaching a "sold-out" condition.

The growth of war industries, increasing the population of many cities and towns, has had something to do with all this. So has the greater national reliance on mass transportation—street cars, buses, subways, "els" etc.

But also important is the way in which transportation advertising is being *sold*. The men who sell this medium are convincing advertisers that, even without the current extra billions, it is still a good buy. It still has color and concentration and coverage, and flexibility and timeliness. It still reaches millions of active people, in active moods.

Transportation advertising, they say, has point-of-sale effect, because "the advertising and the rider travel directly to the point of purchase." And it also has "maximum coverage of the groups getting the largest slice of the national income." These advantages obtain in *every* year.

Most of the sharpest circulation

gains have been made in small and medium-sized cities which, prior to the war, depended more on private autos than have the larger centers. But circulation in virtually all cities is rising.

The number of riders on rapid transit, street car and local bus lines in July, reports American Transit Association, topped all previous records with a total of 1,500,000,000 passengers. This figure does not include suburban railway and suburban bus systems, which are also a factor in transportation advertising.

And the July record probably has been broken since.

Gains Reflect Buying Power

As compared with July, 1938, ATA shows, cities with populations of less than 250,000 had traffic volumes of 216%. In cities of 250,000 to 1,000,000, transit riding was 171% of 1938 levels, and in cities of more than 1,000,000, it was 132%.

This is especially notable considering that, as ATA points out, "total carrying capacity of all present available transit vehicles is today 20% less than in 1926."

The "revenue indicator" of *Transit Journal News*, based on telegraphic reports from representative operating companies, in recent weeks showed gains of 31.95%, 35.71%, 45.50%, 36.73% from corresponding weeks of 1941.

Reports to National Association of Transportation Advertising, Inc., indicate the extent to which traffic increases reflect the growth in population and buying power of various cities.

In August, as compared with August, 1941, traffic in Wilmington, N. C., was up 177%. Mobile, Ala., for this month gained 128.41% and San Diego, Cal., 115%.

A few other increases in August were Indianapolis, 35.46%; New Orleans, 37%; Minneapolis-St. Paul, 23.1; Duluth, 30.7, Milwaukee, 25.6.

In July, San Francisco traffic was ahead 53.3%; Newark, up 41.54. In June, New Haven and Hartford traffic gains were respectively 33 and 56%; Springfield, Mass., 47; Worcester, 38, and Salt Lake City, 75.

Some metropolitan centers have not expanded so much, percentage-wise, and yet the New York City subway system, for example, in the first eight months of this year, carried 320,000,000 more riders than in the same period of 1941. The increase in New York and Chicago rapid transit and surface lines this year has ranged from 7% to 15%.

NATA Is Organized

A group of commuter roads serving New York City—the Erie, Lackawanna, New Jersey Central, New York Central and Staten Island Rapid Transit—had 22% more riders in August than in August, 1941. Long Island R. R. is up 24%, New Haven 33%, Pennsylvania 24%.

The gains in several of the cities mentioned here were made, it should be noted, *before* nationwide gas rationing went into effect.

In the early part of this year, says *Transit Journal*, Washington, Buffalo, Baltimore and St. Louis led the over 500,000 population cities with transit-riding increases from 46 to 30%. Sharpest increases in the 100,000-500,000 population group were made by Fort Worth, San Antonio, Norfolk, Salt Lake City, Oklahoma City, Portland, Ore., Seattle, Charlotte, Denver, Erie and Tampa—from 52.5 to 35%.

Transportation advertising rates have been raised 10 or 15% this year, but many large systems have not changed their rates at all.

This medium is about 50 years old. Like other media, it is known in part by the advertiser company it keeps and by the advertiser friends it has made. National Biscuit Co., has been a transportation advertiser consistently for 41 years; Del Monte and Smith Brothers for 26 years; Coca-Cola for 15 years; Bromo-Seltzer for 13 years; F. W. Fitch Co., Griffin Manufacturing and Life Savers, for more than 10 years. Planters Nut & Chocolate Co. has used it exclusively for 25 years. Among other long-established transportation advertisers are American Chicle and Wrigley, Hershey and Kellogg. Wrigley is the largest advertiser in this medium.

Lever Bros. returned to transportation advertising in 1942, after an absence of 13 years, with a campaign in

70 markets for Vimms. Woolworth this year started its first transportation advertising campaign.

Association of National Advertisers made a study on how its members are using transportation advertising.

Among the larger agencies buying space in this medium are Batten, Barton, Durstine & Osborne; Benton & Bowles; Blackett - Sample-Hummert; Compton; D'Arcy; Erwin, Wasey, Getchell; Esty; Lord & Thomas, J. M. Mathes; McCann-Erickson; McKee & Albright; J. Walter Thompson, and Young & Rubicam.

A factor in the renewed interest of many advertisers and agencies has been the work of National Association of Transportation Advertising, Inc. NATA was formed last March, with James B. Lackey as president, to coordinate the work of the industry; to maintain standards of advertising practice, and to engage in research and promotion work to inform advertisers and agencies of how transportation advertising can help them to sell.

From 1905 to 1930, under the dominance of the late Barron Collier, transportation advertising grew. But the Collier rate structure was sometimes a mystery and the Collier policy was based on exceedingly long term commitments, with five-year contracts accounting for a large portion of the business.

A Service Bureau Is Started

The 23 members of NATA represent about 85% of today's transportation advertising. They are united in their desire to prove its worth to new and old advertisers. Contracts are sold usually on a standard 12-month rate basis, but advertisers can increase or reduce coverage and intensity as needed. Agency commission of 15% is allowed. Cards are available in three sizes—11 by 21, 11 by 28 and 11 by 42. Formerly, advertisers could buy only one size, 11 by 21.

(Certain companies, such as New York Subways Advertising Co., and National Transit ads have stepped up reader interest with "editorial" cards—cartoons, household hints, etc.—interspread between advertising cards.)

NATA recently established a Service Bureau at its New York headquarters to supply advertisers and agencies with information on all phases of the medium. All inquiries are treated with strict confidence.

Among other things, NATA is proving that transportation advertising is not simply a "reminder" medium. Advertisers, such as Vimms, are finding that riders can read—that they can be made to read, and remember, fairly long messages.



COLONEL T. RUSS HILL

President of Rexair, Inc., Detroit
President of Martin-Parry Corp., York, Pa.

HERE'S ANSWER TO XMAS GIFT PROBLEM

● America's greatest living salesman has crystallized his dynamic philosophy in "PRODUCERS," the latest and time-liest of a series of presentation volumes.

● Sales Executives facing entirely new problems of maintaining morale and sales—determined to prevent "seller's market sloth" or breaking in new men from strange fields—will find "PRODUCERS" an indispensable part of hard working sales kits. As a Christmas gift, it will be a life-long inspiration for each man on the staff.

● In "PRODUCERS" Colonel Hill has assembled a special group of his famous Monday Morning Messages, sent to his own men, designed for the needs of salesmen in 1943.

● Colonel Hill, known from coast to coast, as a convention speaker, is popular alike with executives and the men in the front lines. His philosophy appeals to men in every type and rank of business.

SEND FOR SAMPLE COPY OF "PRODUCERS" TODAY

(attach coupon to firm letterhead)

H. G. Kramer,
319 Fisher Building
Detroit, Michigan

Send at once sample copy of "PRODUCERS", for inspection. Understand cost is \$1.25 per copy. Name of recipient can be gold-stamped on cover for 25 cents additional.

QUOTE RATES ON COPIES

(signed)

This Simple Plan enables the Food Advertiser to

test **QUICKLY**
ACCURATELY
ECONOMICALLY

the Consumer Acceptance of



The Globe-Democrat's Unique
Food-Store Inventory Plan

Makes **ST. LOUIS**
the avored Test Market

THIS successful, working plan makes "test market" really mean something—gives the advertiser a true, quick picture of the movement in 17 grocery classifications.

Test with advertising in the Globe-Democrat, and get the benefit of this continuing audit of retail grocery inventories.

Globe-Democrat periodic reports will show you not only how YOUR PRODUCT is moving, but also how competitive lines are being sold.

No Other St. Louis Newspaper
Duplicates This Service

The Globe-Democrat, right on the ground, has access to information which the grocery advertiser cannot get so easily, so quickly, so accurately in any other way than through the aid of this newspaper.

TEST in ST. LOUIS. The Globe-Democrat can show you a testing plan unique in

this market. The scope of this plan will amaze you. And the Globe-Democrat is footing the bill.



**This FREE Booklet
Tells the Story Quickly**

For a quick, easy picture of the Globe-Democrat FOOD STORE INVENTORY PLAN, which is making St. Louis the favored Test Market, write for this interesting FREE booklet. No obligation whatsoever.



St. Louis Globe-Democrat

Continental Coffee Develops New Lines to Beat Shortage Threat

This company licked the curtailment of supply of its main product by developing dehydrated foods, and boosting "tail-to-the-kite" items into a new "allied products" division.

"ONLY 65% as much coffee," remarked Uncle Sam and right away the Continental Coffee Co., of Chicago, found its worries piling up. Green tea, too, was frozen. Shortages of cocoa and chocolate developed, to add to the problem. Continental supplies hotels, restaurants and institutions in 17 states in the Mid-West. What to do?

Well, in a few short months Continental has licked its problem by putting new items in its line. For some years it had handled in limited degree certain kindred items, but they were only secondary—merely a tail to the kite. Coffee was the main business. Salesmen had carried their goods with them, making immediate door deliveries in light panel trucks.

Low-Producing Areas Out

There were 63 of these trucks and they were driven by men who were salesmen—not truckers turned salesmen. They went into varied communities, large and small—some spots not entirely profitable. When the pinch came the same job was done with 45 men and 45 trucks and mileage was cut. That meant that non-productive areas were eliminated in wartime cooperation with the Government.

The householder may think sugar rationing hit him. He wasn't hit at all in comparison with the hotels and restaurants. They faced a *real* sugar shortage. Continental added a white corn syrup to its line. It was about 50% sweeter than an ordinary syrup. The hotels and restaurants were shown how they could substitute this syrup for sugar in baking, for other syrups, for iced tea and iced coffee, etc. It sold.

Next, Continental turned to dehydrated foods. It expanded its laboratory and made tests. It placed its new products in selected outlets and awaited reactions. It groped for other products that might be added to the line. Some were accepted and some turned down. Dehydrated products already have become an important part of its business.

"Our dehydrated bean and pea

soups already have been established as good sellers," said R. H. Macalister, sales manager. We now have vegetable and vegetable-beef soups that look like 'comers.'

"We distributed Gebhardt's chili but the Government got that, too. We are planning to take on a frozen chili soon. Lack of tin cans won't stop that. We've added a tomato juice to our line and the only thing that worries us there is the supply. Early frost, you know, caught the tomatoes this year prematurely as far south as the Ohio river.

"We are adding such items as ketchup, chili sauce, a salad dressing and our own chocolate syrup. As we feel out the field we may put on others.

"We've developed what we call our 'allied products' division. We are go-

ing to multiply our products in this division before the war is over. It is very possible, by the time the world is back to normal, that what we used to look upon as the tail to the kite will be our main business."

Continental has tested out more than 50 foods while selecting only nine for merchandising. In studying products, it runs field tests, usually in selected restaurants. Other products are now in the laboratory or undergoing tests. Some may be added to the line.

Continental has made it its policy to get along with 65% of its former coffee quota—no bulking up with ground peas, chick peas, rye, barley or other substitutes. Also, it preaches to its trade, "no cutting." Cutting coffee is, perhaps, a word hang-over from the prohibition era. It merely means the thinning of the brew by using too much water.

"Better to sell a half cup of good coffee than a full cup of bad," says Mr. Macalister. "A hotel or restaurant must sell good coffee. Coffee is a business builder. It makes you like the place. If your coffee loses its fine reputation any time during the war it may take a long time for you to restore its good name."



A WELL-BALANCED YOUNG LADY

Her diet wouldn't be complete and well-balanced without the help of Elsie Borden or some of her friends. Markets, too, grow bigger and healthier on well-balanced promotion, with plenty of good, solid, energy-building newspaper advertising. Support your salesmen and your dealers—help them meet some of their wartime selling difficulties—with adequate schedules in the Booth Michigan Newspapers. Many outstanding selling jobs are being done in Michigan (the largest wartime market in the country) with Booth Michigan Newspapers. Over a third of a million circulation daily.

BOOTH
Michigan
NEWSPAPERS

Grand Rapids Press • Flint Journal • Kalamazoo Gazette
Saginaw News • Jackson Citizen Patriot • Muskegon Chronicle
Bay City Times • Ann Arbor News

I. A. KLEIN, 50 E. 42nd St., New York JOHN E. LUTZ, 435 N. Michigan Ave., Chicago

Use of Aptitude Tests Widens As Nation's Manpower Problems Multiply

Two years ago, when SALES MANAGEMENT printed a series of articles on aptitude testing, the fact that the use of such tests was gaining wide acceptance was news to many executives. This article is a summary of current trends in the field.

BY ETNA M. KELLEY

Some Companies Now Using Testing Procedures to Help Solve Personnel Problems



Aetna Life Insurance Co.
Amsterdam Electric Co.
Babson Institute of Business Administration
Defender Photo Supply Co.
Firestone Tire & Rubber Co.

General Foods Sales Corp.
Globe-Wernicke Co.
B. F. Goodrich Co.
Kendall Mills
LeBlond Machine Tool Co.
Lily Tulip Corp.
Link-Belt Co.
Lockheed Aircraft Corp.
McKesson & Robbins
Metropolitan Life Insurance Co.

Ohio National Life Insurance Co.
Procter & Gamble Co.
Prudential Life Insurance Co.
Ranger Engines Co.
Republic Aviation Corp.
Sonotone Corp.
Sperry Gyroscope Co., Inc.
Tremco Mfg. Co.
West Coast Life Insurance Co.
Whiting Corp.
Woodward Governor Co.
Allen B. Wrisley Co.



IN the field of employe testing (more specifically, testing the intelligence, temperaments and aptitudes of workers to determine their fitness to perform given jobs), there has been great progress within the last two decades, but it has not yet emerged from the growing-pains stage. Our participation in the current war, with the accompanying shortage of manpower, is stimulating the movement and speeding up developments in it. A great deal of achievement is being telescoped into a relatively short period—achievement that might otherwise have been made only after years of research and experiment.

Tests Gain in Acceptance

There is growing acceptance of the value of tests, not only by management and workers, but by the public at large. Management and individuals are finding new uses for tests. Testing procedures are being improved, simplified and made more interesting, "easier to take." As a result of large-scale testing programs now in force, norms, or aptitude patterns, are being built up for many different types of jobs and occupations. The experience and knowledge now being gained by management, and by the various individuals, bureaus and agencies who are doing good work in setting up and administering such tests, is still undigested and should prove a valuable springboard for much greater progress in the field in post-war years.

But the greatest progress being made today in classifying the abilities of individuals and putting them to work where they are most needed is in the U. S. Army. Its program is described in the article, "How the Army Sorts Its Men," by Walter V. Bingham and James Rorty, in the September issue of *Harper's*. The significance of accomplishments in this line challenge the imagination.

Referring to post-war gains as a result of the large-scale sifting process of the Army, the article states: "All

of these men will have advanced greatly in training and competence. The Army and the country as a whole will also have advanced. In terms of teamed and integrated productivity the America that comes out of this war will be a far greater country than the America that went into it. . . . The war will have taught us the obvious necessity of classifying and testing our manpower at least as carefully as we test the physical materials and machines of our complex technological world. When demobilization comes we shall have functional descriptions and records, checked against performance, of the cream of American manhood."

SM Completes a Survey

In business and industry, there is growing realization that tests are not a cure-all and that they alone cannot solve all personnel problems. To achieve their purpose, they must be administered by specialists, i.e., by well-established testing agencies, or under their supervision. Tests cannot be used as substitutes for personal interviews. A worker's record on previous jobs merits consideration, as do other factors which vary according to the type of work for which he is being considered. But tests are a useful means of discovering an individual's potentialities—for obtaining an inventory of what he has to offer in the economic world.

Realizing that management is keenly desirous of learning all available facts about methods of selecting workers and using their abilities as advantageously as possible, with a view to attaining maximum production in this wartime era, SM has just completed a survey, the results of which are compressed into answers to the following questions:

1. *Who are using tests today?*

Nearly every kind of business organization in existence—insurance companies, banks, retail organizations, professionals, service organizations, manufacturers. Companies doing war work on a large scale, especially those that have had to build large staffs within short periods of time, are making extensive use of tests. More individuals are also submitting themselves for testing than ever before.

2. *Are tests being used chiefly for selection of personnel or for placement after selection?*

When Mark Twain first read the story of Joan of Arc, he had never dreamed of becoming a writer; his chief ambition was to become a circus clown. But this story started him reading—studying—thinking about human life.



The story that haunted MARK TWAIN...for a lifetime

IT WAS back in the old Missouri days when a poor, ignorant boy named Sam Clemens was working as a printer's apprentice.

He had never read history. He had never heard of Joan of Arc. But one day, going along the street, he saw a page from a book blowing in the wind. He picked it up and read it. It was the story of Joan's trial in the Tower.

In that moment the great writer, Mark Twain, was born.

The story was like a revelation to the backwoods boy. It started him reading—studying—thinking about human life. It profoundly influenced his whole career. Nearly fifty years later he wrote "Personal Recollections of Joan of Arc"—the book of which he said: "*It means more to me than anything I have ever undertaken.*"

IN A THOUSAND HIDDEN WAYS—a man's reading influences his life. Perhaps no greater power exists in a democracy.

And so, in millions of minds today, seeds of thought—seeds that take root and grow, perhaps for a lifetime—are sown by *The American Weekly*.

In more than 7,500,000 American homes

this magazine, distributed from coast to coast each week through 20 great Sunday newspapers, exercises its unrivalled power upon the minds of its millions of readers.

Cutting across the boundaries of age, sex, class and taste, *The American Weekly* succeeds in achieving what every publisher has dreamed of: a nearly universal appeal.

A recent series of eight front-cover illustrations by Edmund Dulac accompanying modern interpretations by John Erskine of Chaucer's "Canterbury Tales" brought letters from teachers and pupils in colleges and high schools in all parts of the United States.

To them the classics are assigned as required reading because they contain an amazing assortment of fundamental plots which reappear continually in literature.

There is an analogy in the trend in popular music. Tschaikowsky's Fifth Symphony supplied the theme for the popular piece called "Moon Love." "Andante Cantabile" did the same for "Isle of May." Parts of the great composer's Sixth Symphony became "The Story of a Starry Night." A part of his "Con-

certo in B Flat Minor" has become "Tonight We Love." In fact, Bach, Grieg, Brahms, Beethoven and Rachmaninoff are all popularized in modern records played in all types of homes.

The editorial formula upon which *The American Weekly* is based, and which has given it the largest circulation of any publication in the world, is almost an exact parallel. Behind a sensational headline and glamorous pictures, *The American Weekly* finds literature's fundamental plots in real life . . . human interest stories about real people that everybody likes to read.

Each week, *The American Weekly* brings into millions of lives the stimulus of new ideas, an awakening to aspirations, a glimpse—such as Mark Twain caught—of some magic beyond everyday horizons. Who can measure its vast influence?

The national advertiser who consistently associates his product with such an institution is tying up with **the greatest force known in advertising**. He is making his advertising message, like the rest of *The American Weekly*, the week-after-week reading HABIT of more than 7,500,000 families.

**THE AMERICAN
WEEKLY**
Greatest
Circulation
in the World

"The Nation's Reading Habit"

MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK CITY

They are used for both purposes, but in sections where there is a shortage of workers (and that means almost everywhere) there is an increasing tendency to hire all comers, subsequently using tests to match the worker to the job. It is no longer possible to find the ideal person for every job, and the best that management can expect is to utilize the capacities of employes as advantageously as possible under present conditions.

3. *For what purposes is management using tests?*

a. For discovering "promotables" and "trainables," both among those already on the payroll and among applicants.

b. As a shortcut in building a force of workers within a short period of time. (As stated above, the trend among large companies is toward hiring practically all applicants, using tests to put them into jobs they are best able to fill.)

c. Tests are of particular value to companies that face reorganization or other changes, through switchover to war work. They facilitate making advantageous shifts from one department to another. For example, if it is necessary to reduce or disband a sales force, tests would show which of its members might be qualified to act as expeditors, supervisors or foremen (now so much needed), and which might be used to train other workers.

d. To establish norms or aptitude patterns for employes in certain departments which may be abolished for the duration of the war. For example, the company which is disbanding its sales force, foreseeing the necessity to rebuild that department at the end of the war, is having its members tested now. From the test results, it will be possible to build up a picture of the standard requirements for salesmen for that particular organization.

e. To "sell" workers on the job.

If, after having been tested, an employe learns that he has the proper aptitudes for his particular job, he is likely to take more interest in it and try to do it as efficiently as possible. In some instances, for example, an applicant hesitating between offers of positions from two firms will accept the one from that company which has him tested, and which tells him that on the basis of test results he should be successful in the job it offers him.

f. To spot weaknesses in individual workers and to help them, through more careful supervision, to overcome these weaknesses. A foreman or supervisor is told privately, "This man is a good worker, but slow; better keep him off the assembly line," or, "This girl will get along well enough if you plan her work for her, but don't expect her to go ahead on her own initiative." Sometimes, through testing, it is found that a worker not doing well in one job has abilities that may be utilized in another job in the same organization.



Worcester's in this thing too... Adolf!

By the time you check a hundred different war time products pouring out of its 500 industries you will recognize the New England area as a huge Victory Arsenal—making parts and equipment for every division of our war machine.

Buying power is a match for this boom activity of industry, too. Industrial payroll runs 32% ahead of last year.

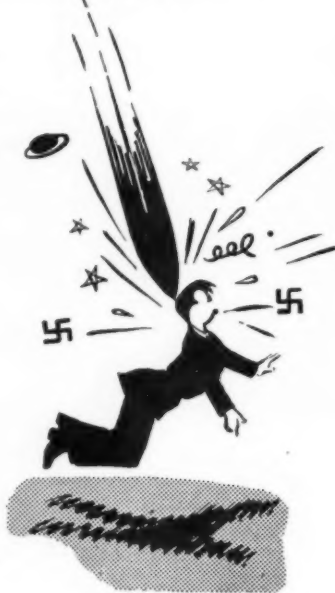
But, you lose radio coverage the minute you leave out WTAG, the only station with twice the regular audience of all other stations heard in the area.



NBC BASIC RED NETWORK

EDWARD PETRY & COMPANY
NATIONAL REPRESENTATIVE

Owned and operated by The Worcester Telegram-Gazette



Fear of Tests Is Banished

g. To discover the aptitudes of the handicapped and of older persons. The valuable contributions that the handicapped have to offer are being uncovered through tests. It is sometimes found that an older person has potentialities justifying his being trained for work entirely different from that which he has previously done. Somewhat along this line is the case of a deaf man who, together with other employes of a firm that had converted to war work, took routine tests to determine his fitness to operate a complicated machine. Though he had been doing menial work, test results showed him to be best fitted to operate the new machine, topping all other employes. He is now doing useful work, earning a good income, studying lip reading and has a new outlook on life.

4. *What is the attitude of workers to tests?*

It is even more favorable than in the past. Aware of the manpower shortage, employes now have little fear that tests may be used to deprive them of jobs. There are instances of requests for testing made by workers to management. Approximately half of the 125 employes of one firm, who were offered tests, availed themselves of the opportunity. Unions, too, are regarding tests with growing approval, especially as yardsticks to aid in upgrading and finding supervisory material.

5. *Are individuals assuming responsi-*

SALES MANAGEMENT



DIRECTLY BELOW

LIES THE OBJECTIVE

Orders are to converge on Headquarters. To take all buildings and fortifications, at one time, would be futile for this limited task force. Success of this venture depends on overpowering each objective individually.

★ ★ ★

So it is with the sale of products. Best sales tactics are concentrated on individual targets. Today, this is more important than ever before. Curtailed production and limited distribution demand direct selling effort in specific markets.

Newspaper advertising is selective, timely and concentrated.

SCRIPPS-HOWARD NEWSPAPERS

NEW YORK . . . World-Telegram	COLUMBUS Citizen
CLEVELAND Press	CINCINNATI Post
PITTSBURGH Press	KENTUCKY Post
SAN FRANCISCO News	Covington edition, Cincinnati Post
INDIANAPOLIS Times	KNOXVILLE News-Sentinel



DENVER Rocky Mt. News	EVANSVILLE Press
BIRMINGHAM Post	HOUSTON Press
MEMPHIS Commercial Appeal	FORT WORTH Press
MEMPHIS Press-Scimitar	ALBUQUERQUE Tribune
WASHINGTON News	EL PASO Herald-Post

NATIONAL ADVERTISING DEPARTMENT • 230 PARK AVENUE • NEW YORK

CHICAGO SAN FRANCISCO DETROIT MEMPHIS PHILADELPHIA

NOVEMBER 1, 1942

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bility and taking the initiative in having themselves tested?

Yes, at their own expense, and to a much greater degree than in the past. Their action is based upon the belief that there is a place in industry for almost everyone, and that now, as never before, there is a chance for the individual to find the kind of work he can do most efficiently and happily. Actuated by patriotism, many persons now believe it their duty to discover their hidden abilities, with the object of utilizing them at maximum efficiency.

Here are the straws in the wind indicating this trend:

Laborers are having themselves tested, paying for the tests themselves. Steel workers regularly present themselves for testing at a Chicago testing bureau. Within one week, six domestics, aspiring for jobs in industry, presented themselves for testing at that agency.

6. *How is management evaluating the results of testing?*

The proof of the pudding is in the eating, and management is closely watching the performance of workers

chosen or placed on the basis of test results. Especially valuable are the long-term records assembled and interpreted by large companies.

In some instances, management seeks to "test the tests" in various ways. For example, management is including tests taken by successful workers—and even executives—along with those taken by applicants or workers who are not successful in their particular jobs. One testing service handled an assignment for a company seeking a man for a particular vacancy, without knowing the identity of those tested. It was later discovered that Nos. 1, 3 and 4 from the top (on the basis of test scores) were men already in similar positions, while No. 2 was a man on another job. Such "tricks of the trade" are welcomed by some testing services. They could not be applied to others, which combine testing with other selection procedures in which the identity of those tested is revealed.

Techniques Are Simplified

1. *Are testing techniques changing?*

Yes. Tests have been greatly improved—simplified, streamlined and made "more palatable," as one expert in the field puts it. Questions and work samples are more closely related to actual jobs, less suggestive of origin in the psychologist's laboratory.

The field of testing is also broadening. There is less reliance on aptitude tests alone and more realization of the value of measuring intelligence, knowledge and personality as well. It is quite generally agreed that tests alone will not uncover an individual's fitness to do a given job—that a study of his background is also helpful. There is growing emphasis on the importance of the interview in selection procedures. Methods of interviewing are given careful consideration, and there is a growing body of literature on that subject alone. There is greater knowledge of the qualifications—aptitudes, skills and other abilities—required for the performance of given jobs, and the range of jobs thus analyzed is increasing.

(As collaborators in the preparation of this article, SALES MANAGEMENT is indebted to the following individuals and organizations, who are leaders in the still relatively young field of scientific testing of employees: Eugene J. Bengt & Associates, Chicago; Johnson O'Connor, Human Engineering Laboratory, Hoboken; Dr. Doncaster G. Humm, Los Angeles; Jack Klein, Klein Institute, New York; Dr. Richard S. Schultz, Methods for Industrial Relations, New York; Personnel Institute, Chicago; Dr. P. S. Achilles, Psychological Corp., New York; Dr. Verne Steward, Los Angeles.—The Editors.)



The Detroit Free Press
FOE REINFORCED IN SOLOMONS
U.S. Faces Additional Six Billion Taxes

62 NEW LOCAL RETAIL
ADVERTISERS
MOVE INTO
THE DETROIT FREE PRESS
SINCE JANUARY 1st

THE astonishing circulation growth of The Detroit Free Press well illustrates the law of DEMAND which operates in ascending proportion when a better product is offered for sale.

With more people in Detroit asking for The Free Press than ever before, more advertisers are seeking admittance to its columns, in order to avail themselves of this increased coverage and sales opportunity which is offered AT NO INCREASE

IN ADVERTISING RATES.

And so . . . 62 new local retail advertisers, many of them important stores, are offering their merchandise to Free Press readers (who respond generously).

AVERAGE net paid circulation for September, 372,887 weekdays, an increase of 51,792 since January 1st. Use Detroit's buying power now by using The Free Press' selling power.

The Detroit Free Press

Story, Brooks & Finley, Inc., Natl. Representatives

HOW BIG IS A MARKET?



● Markets may be measured in terms of what you need to adequately cover them. In a giant market like Metropolitan Philadelphia you need a potent, popular, non-directional radio station . . . you need big, powerful, 50,000 watts WCAU. ★ In this vast trading area which embraces the rich industrial regions of Southeastern Pennsylvania . . . the wealthy produce lands of Southern New Jersey . . . the manufacturing and farm country of Delaware . . . the Eastern Shore of Maryland . . . total factory payrolls have increased 129% since June, 1940. What a fertile market this is for the alert advertiser who uses WCAU! ★ Metropolitan Philadelphia is a big market . . . a rich market . . . a 50,000 watts market requiring 50,000 mighty watts coverage . . . in all directions . . . coverage which in this area ONLY WCAU can provide.

WCAU
Philadelphia

50,000 WATTS IN ALL DIRECTIONS

An Affiliate of The Columbia Broadcasting System

NOVEMBER 1, 1942

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On the Wartime Sales Front

There's No Place Like Home

Latest reports from the War Production Board and from the Office of Defense Transportation indicate that wartime distribution will soon be keyed to the slogan of home products for home markets. The War Production Board through discussions with various industries is seeking voluntary action by shippers in the elimination of cross hauling and excessive shipping, according to a late dispatch in the *Wall Street Journal*. Transportation Director Eastman reported recently that much already has been done in several industries to cut cross hauls, citing woodpulp, alcohol, chlorine, cement, and chemical companies.

Talking plain turkey, this means that New Yorkers will eat Long Island potatoes instead of Idaho potatoes; that people in Milwaukee will drink locally brewed beer, instead of brands imported from St. Louis or New Jersey. It also means both a threat and an opportunity to local companies . . . a threat of a permanent loss of current markets even in the post-war picture, and an opportunity to go to town in places where out-of-state competition has been an obstacle. Zoned distribution is something to watch for. It will effect radical changes not only in business operation, but in the living habits of 134 million Americans.

The first step toward actual market zoning was taken when Director Eastman recently announced a plan whereby the three major groups concerned with the primary movement of farm products by truck-producers, carriers and processors may jointly act to zone their markets and relocate truck routes without fear of anti-trust prosecution.

Easy Washing Machine Corp. announces the establishment of a "soiled hands" training course for division managers designed to teach the men the mechanics as well as the importance of reconditioning old machines.

28 Ideas for Small Businesses

The small merchant and manufacturer have an important place in public economy according to the Canadian government. To help them with present day problems, the Division of Simplified Practice, Wartime Prices and Trade Board, Ottawa, has made a study of the ways and means of carrying on in business. Manufacturers will do well to obtain and study copies of this report both for their own use as well as for distribution to troubled dealers. It would also be an effective "suggestion" plan for salesmen who have little or no merchandise to sell old customers. Some of the suggestions include: Conserving items that cannot be readily replaced by ceasing to feature them in advertisements or windows; building up sales of lines that can be replaced more easily; suggesting substitutes; checking into possibilities of handling agency lines; getting rid of white elephants; establishing a resale or second hand department or a rental service.

Container Corp. of America has just published a brochure, "Paperboard Goes to War," a pictorial record of some interesting paperboard products manufactured for war industries by Container Corp. of America.

Highlights in the Sales Field

H. J. Heinz's move in taking over the distribution of Sun-Maid Raisins has something more than momentary significance. Approximately one week after the announcement, John F. Jelke Co. announced that it had taken on the Chicago distribution of Miller's Dog Foods (Kibbles). Watch for more announcements of this sort.

Heavy demands of the U. S. armed forces plus those of essential war industries have caused both the Eastman Kodak Co., of Rochester, New York, and the Agfa Ansco Corp., of Binghamton, New York, to ration shipments of roll film and film packs to dealers. As far as cameras are concerned, Agfa Ansco reports that its camera factory has been converted to war work, and that no promises of deliveries of cameras can be made except to the armed forces.

Armour Co. releases "Food for Freedom" designed to tell Armour's part in the war effort and how the war is affecting food purveying institutions.

Of Things to Come

Daily reports of new developments in the packaging field indicate the tremendous changes which can be expected in post-war packages, as well as the solutions to current headaches. . . M. Harrison, New York, announces that he will soon start production on the Harrison paper and plastic collapsible tube. The tube consists of a spirally or convolutely wound paper body and a plastic shoulder assembly which can be made from any of the standard plastic raw materials. . . Bottle crowns of war-essential steel, lined with scarce cork may soon be replaced, it is claimed, by a new cheap polystyrene or cellulose acetate plastic disc which is molded into position under the influence of heat and pressure. The closure is said to be absolutely vapor-proof and capable of standing up indefinitely under all practical conditions of temperature and pressure.

Inventors of the new closures are Harry R. Klein and H. Francis Dyruff, of Brooklyn, New York, operating through the Liquid Stopper Corp. . . Sherwin-Williams Co., New York, reports a new tinless can for its paints. The can has a wall of specially impregnated paper, is airtight, won't leak, and the paper is not soluble in ordinary paint. . . Cans of a new type of fiber are being made on regular tin can machines now available for dry packaging purposes. The cans, with fiber tops and bottoms, are especially suited for such items as cleansers, powders and dried commodities.

Shulton, Inc., finds an answer to the importance of maintaining friendly relationships between Shulton employees in the armed forces and members of the company at home through the publication of a monthly paper, the *Home Front News*.

Passing Panorama

In a surprise move, the WPB revoked order L-171 which limited production of toiletries and cosmetics and promised "fairly rigid restrictions on cosmetic packaging" and "strict curtailment of luxury toiletries." Was it only in the August 1 issue of SM that we spoke about the dilemma of the cosmetic companies? . . . Food and drug industries report that they are expecting orders from Washington at any moment to "pack goods tight." The order is expected to warn against putting toothpaste in over-sized boxes, against packing cold cereals loosely, against false bottoms, and over-inflated packages. . . A cup a day and an extra one for Sunday breakfast. That's the latest ruling of the OPA on coffee. Roughly speaking, each adult will be entitled to 10.4 pounds a year. Last year, average consumption was 16 pounds per person. To date, there is no such thing as a practical synthetic coffee, but food laboratories are working hard on "extenders." These are materials which can be added to coffee without changing the flavor greatly, soya beans, roasted rye and Mexican chick peas.

Sales Managers Build Season's Activities to Assist War Effort

Management and marketing under wartime conditions will be given thorough examination at 1942-43 sales managers' club sessions. Programs are kept flexible to solve war emergency problems and to embrace post-war planning.

TALKS and round table discussions on management and marketing problems arising out of the war will form the subject matter for meetings of most of the country's sales managers' clubs during the 1942-43 season.

SALES MANAGEMENT presents here a quick round-up of current meeting plans from a number of clubs, with the hope that one club's good meeting ideas might be adapted by other clubs.

Reports from club presidents and secretaries indicate that round tables and panel discussions will continue to be popular, and a number of special projects—such as help on the salvage drive, and employment help for dislocated salesmen—will be part of club activities this year.

War Stimulates Activities

Except in one or two instances, there are no indications that the local organizations will be less active this year than heretofore. In fact, so many emergencies have arisen out of the war that the majority of club officers feel there is a greater need now than in any recent year for interchange of plans and ideas and an aggressive effort to keep up to date and well informed on business trends.

The Sales Executive Club of New York started this season off with a virile bang when more than 3,000 executives cheered Price Administrator Leon Henderson at a joint luncheon meeting of SEC and the Research Institute of America at the Waldorf-Astoria Hotel September 8. It was the largest luncheon meeting in SEC's history and the largest ever accommodated in the spacious Waldorf. Over 2,000 requests for seats were turned down because there just weren't any seats left. Mr. Henderson emphasized in his talk the necessity of thinking in "terms of what it takes to lick the enemy," and the first 30 minutes of his address were broadcast by National Broadcasting Co.

Celebrating the tenth anniversary of SEC, Dr. Paul Nystrom, president, at the September 15 meeting sliced into a big cake with ten candles on it

which was given by Hotel Roosevelt for the occasion. Numerous congratulatory messages came pouring in. James L. Wick, Washington representative, Prentice Hall, Inc., foreign correspondent, business consultant, and economic analyst just back from England, told the members "Why Business Won't Crash Because of Huge Debt."

At the September 22 meeting John H. Van Deventer, president and editor, *The Iron Age*, talked on "What's Ahead in Industry?" This was Mr. Van Deventer's second talk before the club this year. Last April he presented a "blue-print" for wartime sales management that was so effective that reprints of it were distributed nationally.

On October 13 SEC heard *Time's* Eric Hodgins. And on October 20 two ace foreign correspondents, just returned from war-battered areas, addressed the club: From Libya, Egypt, and Turkey, Gordon Caskill, foreign correspondent, the *American Magazine*, from the British Isles, Quentin Reynolds, foreign correspondent for *Collier's*. On October 27 the club heard Howard P. Hildreth, manager of sales promotion and advertising, Mohawk Carpet Mills, Inc.

New Members Are Added

SEC is also pitching in full force on the national scrap drive. Heading the committee for the New York-New Jersey drive is John H. Van Deventer, president and editor, *The Iron Age*.

While the war has taken away many SEC members, membership continues to grow. In the past two months 52 top-notch executives have joined the club.

James H. Walsh, secretary of the Sales Managers' Club of the Boston Chamber of Commerce, has this to say:

"The 1942-43 season of our club is well under way, and the indications are that we shall have the most active season in many years. Our formal monthly programs started on September 18 with an address by Kinsey N. Merritt, general sales manager of Railway Express Agency and

president of the National Federation of Sales Executives.

"On October 23 Frank W. Lovejoy of Socony Vacuum Oil Co. came to us with an address on 'Marketing Under Priority War Conditions.' Roger W. Babson will be the speaker for November. Our December meeting ordinarily takes the form of a Christmas party, but there is some talk of holding a serious discussion this year instead. Our New England wartime sales management conference will be held January 8 and 9.

"Besides these meetings, we have conducted a number of other activities directly related to the war. Most recently we have started to enroll a large number of salesmen for participation in the scrap collection drive. Louis S. Davis of our executive committee is the club chairman for the effort, and our territory will include most of Massachusetts, as well as Maine, New Hampshire and Vermont.

"The club originated a salesmen's ride exchange service this Fall, under which we are acting as a clearing house in making contacts between salesmen covering New England who are willing to share automobile rides with one another. The essential purpose is to save tires and gasoline, and a substantial number of ride-exchange arrangements already have been made. Inquiries about the plan have been received from Baltimore, Roanoke, Indianapolis and a number of other places. At least one city, Providence, has adopted it. . . .

"Incidentally, we have added 20 new members in the past month—striking evidence of a great present need to discuss mutual problems, to share experience and to seek guidance on current perplexities."

Clubs Hear Prominent Men

An interpretation and background of Washington's thinking which will be of real help in making plans for 1943 and the future was mirrored to Sales Managers' Association of Philadelphia at the October meeting through S. T. Henry, special assistant to the president of McGraw-Hill Publishing Co., and his personal representative in Washington, whose subject was "What the Men in Washington Are Thinking About."

The Cincinnati Sales Executive Council held meetings throughout the Summer, giving them over almost exclusively to war emergency problems. This club is one that is working out a definite plan to help salesmen who have lost their jobs. Cooperating are the Cincinnati Chamber of Commerce, the United States Employment Office, and the University of Cincinnati. It is also cooperating 100% with the salvage program outlined by National Federation President, Kinsey N. Merritt, every member having a specific number of prospects to call on.

Colonel James L. Walsh spoke on the subject, "Logistics—The Science of Survival," at the October meeting. The meeting was held jointly with the Cincinnati Post of the Army Ordnance Association which comprises the principal manufacturers of ordnance materials in the Mid-West. The local chapter of the American Society of Me-

chanical Engineers also participated. It was one of the largest meetings held this year.

At the November meeting there will be a round table discussion on the subject of "Conservation in War Time." The December meeting will be given over to the spiritual side of selling. The principal speaker for the January meeting will be W. W. Findley, general manager, Wright Aeronautical Corp., Cincinnati, who will tell of the part aviation plays in the present war effort, and how this industry is using salesmen as expeditors in getting the material necessary to

meet their present production schedules.

The Springfield (Mass.) Sales Managers Club is scheduling speakers of national reputation to speak on marketing and related subjects. The September meeting of this club was devoted to a panel discussion of "What We Are Doing About Advertising, Personnel, and Products," and speakers from the following industries were represented with five-minute talks: Investments, services and utilities, beverages, insurance, fuel, machinery and paper. Philip Salisbury, executive editor, *SALES MANAGEMENT*, spoke at

the October meeting on "Sales Markets—a Look Ahead."

The Dayton Sales Executive Club has taken a somewhat unusual approach to the planning of its programs for this year: Each meeting will be planned and carried out by one company. For example, the September program was handled by the Coca-Cola Co. Later programs will be directed by National Cash Register Co., one or more of the Dayton divisions of General Motors Corp., and Hewitt Brothers Soap Co., division of Procter & Gamble Co.

Foods, Schools and Scrap

The Indianapolis Sales Executive Council started off at a lively pace when Carlton F. Sturdy, nationally known lecturer and writer on merchandising and food subjects, gave an instructive talk on "Modern Merchandising of Canned Foods" at the September meeting.

Dr. Clement T. Malan, state superintendent of public instruction of Indiana, was the speaker for the October 5 meeting. "School—Big Business" was the subject, and Mr. Malan forcibly brought out how important the public school system is and how necessary it is for every taxpayer to see that the money expended for school purposes is used to the best advantage.

At the October 19 meeting the council heard John Collette, director of the Dormant Scrap Drive for the War Production Board.

The Indianapolis council is also sponsoring a ride-sharing plan. In line with this the members heard at its November 2 meeting the State Director of OPA on "Gas Rationing."

Atlanta Sales Executives Club built its October meeting around the theme, "Building Sales Morale Under War Conditions"—an excellent subject which other clubs might want to borrow. R. Leigh Simmers, secretary-treasurer of this organization tells SM that perhaps the most interesting meeting the club ever had was a discussion of "Sales Management's Headaches." Says he: "Almost everyone at the meeting took part."

Other subjects which this group expects to have on its agenda for this year include manpower, and how to get government business. A meeting with a local group of purchasing agents is also a possibility. Atlanta has a "Mother-Hen Order Committee," and before the year is over, may sponsor a salesmen's night meeting of the type which has been so successful in other cities.

Incidentally, some of the subjects discussed at the "headache" meeting would make equally good subject mat-

"WHAT'LL I GIVE THEM..."

One of these days you're going to find yourself in the annual dither that torments business men in the months just before Christmas. You're going to start wondering what you can get for Joe (and Harry and George and Jim and all the rest of the boys . . . customers, prospects, men in the home and branch offices and, this year, the boys who have tossed aside the portfolio for a rifle).

Your secretary knows too well just how it is. Days and weeks go by, Christmas moves nearer relentlessly . . . and you're still trying to think of something that's new, different, something you can be sure Joe or Jim or Harry doesn't already have.

It's going to be quite a search this year, with the list of available merchandise offering fewer selections than other years. . . . Here's tip that will save plenty of headaches. Put the Sales Management Book of Cartoons on your Christmas list. You'll find your problem amazingly simplified.

We've taken the hits from 130 issues of *SALES MANAGEMENT* — more than 70 cartoons — and assembled them in a grand laugh riot . . . bound them in a handsome, sturdy format worthy of a place in your home or office library, tough enough to stand the strain of rough handling in company get-togethers or Army barracks.

.....YOUR CARTOON BOOK ORDER BLANK.....

Sales Management, Inc., 386 Fourth Avenue, New York, N. Y.

Gentlemen:— Put us down for.....copies of *SALES MANAGEMENT'S BOOK OF CARTOONS*.

PRICES:—

\$2.00 for single copy

1.50 per copy up to 12 copies

1.10 " " 12 to 100 copies

.90 " " 100 or more copies

—— Check enclosed —— Send invoice

(All bills rendered company unless otherwise requested)

ter for other clubs. Here are some of them: "What is the best substitute for sales calls which can't be made without tires and gas?"; "Finding substitutes or new lines to replace those lost to war production"; "Transferring salesmen to other kinds of work"; "Pushing or leading salesmen when they don't have to push to get orders"; "Using women to replace salesmen lost to competition, to other industries, or to the armed forces"; "What to do with the traveling problem: Routing, zoning, scheduling, qualifying"; "What to do for the salesman who is drafted or who enlists"; "Compensation adjustments: Up? Down? Why?"

Speakers' Bureau Is Set Up

Another interesting idea, which might well be adapted by other clubs, comes from Little Rock. Says O. L. Neathery, assistant secretary of the Central Arkansas Sales Executive's Council:

"We are setting up a speakers' bureau for the numerous civic clubs in the smaller towns around Little Rock. In this day and age, when our sales managers have very little to sell to their former customers, we feel this might be a fine way to maintain friendly relations with them. Also, we have a message to the small town merchants that they enjoy hearing: That is, with the tire and gas rationing, the small town merchant is going to come back into his own once more."

This club heard C. F. Davidson, Jr., of Harding College, at its September meeting, speaking on "The Importance of Salesmanship in the Post War Period." Mr. Davidson expressed the thought that, if sales departments can stay abreast of production departments, many of our expected post-war problems will not exist.

The Sales Managers Council of the Denver Chamber of Commerce has chosen a group of good subjects for the 1942-43 season. Here they are: "How to Get a War Contract"; "Buying and Selling in Wartime"; "Maintaining Good Public Relations in Wartime"; "Keeping Salesmen Constructively Employed in Wartime"; "Maintaining Customer Relations in Wartime Through Advertising"; "Keeping the Private Enterprise System in the United States"; "Sales Films"; "Responsibilities of a Sales Manager"; "Purpose and Use of Sales Records."

This club will again sponsor a "Sales Institute." Timely subjects will be discussed, and salesmen will be invited. Last year five night sessions were held. Current event programs are also scheduled.

(In the November 15 issue of SM there will be reports from Minneapolis, Dallas, San Francisco, Los Angeles, and Montreal—The Editors.)

NOVEMBER 1, 1942

How can you measure a



"A Smörgashbord is an endless table overladen with a rich abundance of variety." If that doesn't make sense, then you've never seen a Smörgashbord! But if you have, then you'll be able to picture the New Orleans market today... It's Smörgashbord!

A seemingly endless stream of people is pouring into the city to man ever-expanding war industries. The activity defies description and there is no way to measure the growth in population or industrial expansion, but it's tremendous. Rental vacancies are as scarce as elbow-room on the busses and street cars and the stores are jammed with crowds buying everything in sight. The only figure that is not a military secret is retail sales, and they're up 17%. Take our word for it, there are sales enough in New Orleans to satisfy the biggest appetite for profits.

Why not help yourself to this "Sales-Smörgashbord" by advertising now in

Morning 143,540

A Gain of 1668

Evening 66,765

A Gain of 6716

Sunday 236,139

A Gain of 16,512

Circulation for September, 1942

The Times-Picayune

NEW ORLEANS STATES

NOEE, ROTHENBURG & JANN, Inc.

Problems You Will Face if Your Industry Is "Concentrated"

(Continued from page 20)

plants are handling the manufacturing formerly done by 23 plants. These eight "runners," as the English call the nucleus plants to distinguish them from closed plants, produce for the 15 "closers." Most of the 15 "closers" are continuing their advertising, promotional and selling activities, although obviously on a sensibly reduced scale.

Because concentration of plant production in England is essentially both voluntary and individual, a variety of procedures is in use with respect to types of merchandise made, use of brand names on merchandise, etc. Some concentrated industries are making only one wartime model, unidentified except for a name similar to our own "Victory" designation. Other industries are making almost as many models or styles as in peace times and using individual plant trade-marks. Between those two extremes England reports every conceivable variation.

"Selective" Limitation

And now let us get back to "the States." Beyond dispute, the plant concentration program is the most ambitious form of economic control attempted by our government. We know that plant concentration will involve difficulties in planning and administration that surpass any previously encountered in government control of business.

It was on July 23 that Donald Nelson announced that the War Production Board had approved the principle of concentration of industry as a means of alleviating the strain placed on the civilian economy by the war effort. He pointed out, at that time, that the necessary limitation of output of civilian industries had been obtained for the most part through orders which imposed uniform percentage reductions on all manufacturers. These orders could be drafted and applied quickly. They did what was expected of them. But, he said, the war program had reached a stage in which the imposition of straight percentage cuts on all manufacturers did not provide for the most effective war use of the nation's resources. Consequently, a policy of selective production limitation—selective, that is, industry-wise—is to be applied, with essential civilian production concentrated in certain plants and regions.

Mr. Nelson also announced that the yardstick to be applied, in determining whether an industry would be concentrated, would be:

1. If some or all of the manufacturers in an industry are needed for war production and can be converted to such production.
2. If permitted civilian production in an industry is so restricted that the economic operation of all manufacturers in the industry is not feasible.
3. If a major part of an industry's production is in areas where there are bottlenecks of labor, transportation, and—as more minor factors—bottlenecks of power or warehouse facilities.

Although Mr. Nelson did not say so in his July 23 pronouncement, informed Washington quarters say it is the belief of the War Production Board that one or more of these conditions applies to a very large part of our civilian industry. Surely it is time that American industry got over its habit of digging its corporate head in the sands and reassuring itself by repeating: "It can't happen here." It can happen to almost any civilian industry—and it may even happen to heavy industry. Plant concentration isn't merely on the way; it's here—and it's here to stay, in one form or another for the duration. Moreover, it will definitely be extremely broad in its scope.

Naturally, manufacturers want to know not only the yardstick that will be applied in picking industries to be concentrated, but also the yardstick to

be applied in picking the nucleus plants—the plants that will continue to operate on civilian business.

Mr. Nelson stated that as a rule, although not invariably, small plants will be kept in civilian production. Large plants, which are presumed to be better equipped to handle war contracts, will be required to suspend civilian production.

Mr. Nelson also stated that, "Nucleus firms should be selected so that cross hauling is eliminated wherever possible. As a general rule, nucleus plants should not be located in areas where warehouse accommodations or power facilities are short." That was as far as he went in defining the characteristics of a nucleus plant. The fact of the matter is that whatever yardstick is used in determining which plant is to be a nucleus plant will have to be exceedingly elastic, because conditions vary so completely in each industry and often in various sections of the country.

Goal Difficult to Achieve

Mr. Nelson also laid down the following set-up as an ideal for plant concentration to shoot at:

1. Concentration plans should not foster post-war domination of an industry by one or a few manufacturers.
2. Each industry concentration plan should make possible the re-entry of the largest possible number of manufacturers into the industry after the war.
3. Wherever possible, concentration plans should be accompanied by standardization and simplification of the product.
4. These plans should be drafted for limited periods, with one year as a maximum. They should be sufficiently flexible so that they can be revised.
5. There should be compensation for closed-down plants.
6. There should be maintenance of trade-marks.

But bear in mind that these represent an ideal, and that any concentration plan will come even within hailing distance of that idea is to be seriously doubted.

Industry concentration is developing in this country. It isn't generally known, for example, that the War Production Board late in August appointed a four-man committee to work out the nucleus plant program. This committee is headed by Joseph L. Weiner, deputy director of the Office of Civilian Supply. This is the committee that will determine which industries are to be concentrated and how they are to be concentrated. Other members of the committee are: Lou Holland, deputy chairman of the War Production Board for Smaller War Plants; Amory Houghton, WPB Director General for Operations; Wendell Lund, Director of the WLB



Labor Production Division.

Mr. Weiner has stated that "for the present the committee will not consider concentration of retail trade," but he added that this might become necessary at some future time. He also said that the first category of industry to be explored will be the metal working industries, since material scarcities are most acute there.

The first industry to be affected was the entire cooking appliance industry with the exception of the electrical division. It was selected as the guinea pig for the first concentration-of-production experiment in this country.

Stove Plant Plan

Under the so-called stove plant concentration plan, the War Production Board set up three classes of manufacturers:

Class A—Those whose factory sales for the year ended June 30, 1941, totaled \$2,000,000 or more.

Class B—Those whose factory sales in the same period totaled less than \$2,000,000 and who are situated in labor shortage areas.

Class C—Those whose sales totaled less than \$2,000,000 and who are not situated in labor shortage areas.

Then the War Production Board arbitrarily decided that:

Class A manufacturers should be converted entirely to war work.

Class B manufacturers must either convert to war work or stop production.

Class C manufacturers should be allowed to continue production of stripped, lightweight models.

There were 245 manufacturers affected by the order. Exactly 92 were compelled to stop production—and did so. The balance went on the Victory model basis.

Of course, some of the Class A manufacturers might very well have been so located with respect to labor, transportation and power as to constitute vastly better nucleus plants than any Class C manufacturer. But here was a rule-of-thumb formula and it was applied with typical rule-of-thumb arbitrariness. The plan is not liked by the industry. Some of the large manufacturers have applied for stays of from 30 to 60 days.

I believe that the stove industry's plan was made much more severe than future concentration plans are to be. It was slammed together in a rush, and jammed through with little consideration of the infinite variety of problems involved. Incidentally, the stove industry reports a rather unanticipated development, namely, a surprising lack of interest on the part of the public with respect to the defrilled stoves. They are moving very slowly! It may even be necessary to

do some active advertising and selling in order to move the limited production available for the stripped models!

That, then, is the general picture of the situation with respect to plant concentration as of the time of writing.

Far-seeing manufacturers will operate on the premise that their industry will be concentrated. They will also assume that their particular plant will either be closed or put on war work. Then, having assumed that the worst actually will happen, they will formulate plans for preserving what is left for post-war markets.

They will do well if they:

1. Continue laboratory research insofar as possible.

2. Keep a limited sales force on the road selling nucleus plant production.

3. Run a sensibly modest advertising campaign to keep trade names alive.

4. Concentrate their selling, merchandising and promotion with a small group of retailers who promise to be important distributive factors in the post-war market.

That represents a horse-sense program. Admittedly, it is more easily stated than executed. But no matter how many frills may be added to any program devised to meet the problems of plant concentration, those four points should be, and probably will be, the major elements of the plan.

Right for The Times

MORE men, enjoying higher pay, are reading Popular Mechanics than ever before. In thirty-three cities, as war production and wages rose, newsstand sales of Popular Mechanics increased 28.6%.

Expanding mechanization has made Popular Mechanics Magazine the almost "official journal" for men of mechanical interests and skills.

Popular Mechanics, right for the times, is right for advertisers with any goods—industrial or civilian—to sell to men for use in their businesses or their homes.

The only thing about Popular Mechanics that is not soaring is the cost of advertising in it. Circulation is up, incomes of readers are up but you can reach this market, on a twelve-time basis, for \$1.15 a page a thousand and even on a one-time basis for only \$1.30. Yes, even the cost of advertising in Popular Mechanics is right for the times.

POPULAR MECHANICS
Magazine

200 East Ontario Street, Chicago • New York • Detroit • Columbus

**Did you miss
WICKARD?
HENDERSON?
BIDDLE?**

In Person
**on the NEW
MARCH OF TIME**
Sponsored by the Editors of
TIME
The Weekly Newsmagazine

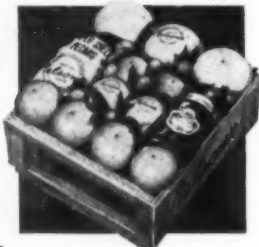
LISTEN TO A NEW GROUP OF
NEWS-MAKERS NEXT THURSDAY
NBC
NETWORK **10:30 P.M.**
EWT

NOVELTY FLORIDA

Xmas Gifts!

... FOR YOUR CUSTOMERS
... FOR YOUR EMPLOYEES

Here's an ideal answer—gifts of tropical fruits, exotic jellies and preserves—gifts that will be appreciated far beyond their modest cost.



• Pictured here—No. 40. 1/4 crate containing Oranges, Grapefruit, Kumquats, 1 lb. large paper shell pecans, 1 lb. tropical fruit jelly. Retail price \$3.20, delivered. 50 other combinations \$2 to \$10. Quantity discounts. Send us details of your requirements. We'll send complete illustrated price list and suggestions. The coupon is for your convenience. Mail it today.

Dept. S, Nelson-Klingensmith Co., Miami, Fla.

Name _____

Address _____

City _____ State _____

What Happens to Sales After the Merchandise Gets to Wholesaler?

Gary, Ind., gets a check-up by the *Post-Tribune* in cooperation with local retailers. Twenty-four stores, used for proving grounds, revealed that 80% of wholesale buying was done *outside* of city.

MANY sales and advertising campaigns have been badly distorted, and probably at heavy cost, because the sales managers and advertising managers failed to understand what happened to their merchandise after it got into the hands of the wholesalers. Take, for example, the case of a large dentifrice manufacturer. From all that could be proved by its records a Mid-West city of 100,000 used none of its products. Apparently no one there ever brushed his teeth!

The answer was that the city had *no wholesale drug house!*

Extending this picture down through the entire drug line, it is easy to see how distorted the entire picture of sales in the city could become. Next, suppose a city of comparative importance has no wholesale food house, or wholesale hardware house. Unless the manufacturer follows through, how can he know what business he is doing there?

Gap in Figures Is Checked

J. R. Snyder, publisher of the *Post-Tribune*, Gary, Ind., had been figuring for a long time that Gary's standing, in the eyes of the manufacturer, wasn't getting a fair shake. Wholesale sales in Gary totaled only about \$9,000,000 a year. Population in the city's metropolitan area is about 148,000; the number of occupied dwellings, around 37,500. It has 424 retail food outlets.

More, Gary is a major steel center. Nearby are petroleum refineries; also, a variety of other important manufactures. It is approximating 100% on war work. An estimated 40,000 workers are on payrolls.

Confident that something was wrong, judging from wholesale sales in the city, the *Post-Tribune* a little over a year ago began a careful study.

This research has indicated that the retail buying power of the public in the Gary area is about \$98,000,000 a year; that the retail food business runs close to \$20,000,000 a year. Then what accounted for the gap in the figures? A check-up, made possible by the cooperation of retailers, indicated that more than 80% of all wholesale buying was done *outside* of Gary.

Gary had only two wholesale food houses and a single tobacco wholesaler. Only 30 miles from Chicago, the big metropolitan wholesale houses made daily deliveries by truck. Gary is a young town. Before it existed there were wholesale houses in older nearby towns such as Hammond, LaPorte, South Bend, etc. They always have sold to Gary merchants.

On top of that Gary has been invaded by chain groups: Sears, Roebuck Co., Montgomery Ward & Co., Walgreen Co., Goldblatt Bros., The Atlantic & Pacific Tea Co., Kroger Grocery & Baking Co., National Tea Co., F. W. Woolworth Co., and others. A number of clothing houses, apparently independent, are owned in Chicago. These houses neither buy from local wholesalers nor do they bank locally. Armored trucks pick up the daily receipts and carry them to Chicago.

24 Stores Tell the Story

So to determine what Gary's sales were, and to be in a position to paint a clearer picture of the city's business, the *Post-Tribune* a little more than a year ago organized a "continuing grocery merchandise survey." Frank G. Hubbard, former space buyer for Batten, Barton, Durstine & Osborne and later a partner in the firm of Kimball, Hubbard & Powell, of New York, was placed in charge as director.

Arrangements were made to check the invoices of 24 typical retail grocery houses each month, at the same time taking an inventory of the goods in the store rooms. A total of 160 products were selected under ten classifications. These are products generally advertised nationally.

The checking of 24 stores, from small to large, gives approximately a 6% cross-section of the whole. The publication gives cash compensation to each store each month to pay it for the trouble caused. While all specific information on sales is held as confidential by the *Post-Tribune*, any findings of value to the grocers as a whole, at the discretion of Mr. Hubbard, may be revealed at meetings of the grocers.

Some surprising data have come out of the check-ups. Tucked away in

SALES MANAGEMENT

THEY KEEP TALKING
ABOUT TRANSITADS
CIRCULATION
INCREASES



WE'LL TELL 'EM
AGAIN THAT
TRANSITADS
ARE --

-THE NUMBER ONE MEDIUM AT ALL TIMES FOR LOW COST SOLID COVERAGE OF URBAN CENTERS WITH EVERY DAY ADVERTISING!

You alert agencies and advertisers are naturally paying more attention to TRANSITADS today, because of the tremendous circulation increases from month to month in every TRANSITADS city. It is a fact that TRANSITADS are more of a buy right now, simply because rates cannot keep pace with zooming fare-box figures. July, 1942 transit traffic was up 40.2% over 1941; August, up 40.9%; and the trend is toward greater increases. Rates have not advanced proportionately!

But the important things to remember are: That in any year TRANSITADS reach nearly all the buyers in any city more often with color advertising. That thirty advertising days a month cost less in TRANSIT-

ADS than intermittent use of other media. That TRANSITADS are the one mass medium that most advertisers can afford to use on a daily basis. That undeveloped sales in city markets are waiting for advertisers who cultivate them with the medium that offers continuous solid coverage at a cost within the budget. A TRANSITADS program started now will pay out every year from now on because these conditions always have existed and will continue to exist as long as public transit is a feature of urban economy.

Now is the time to start the program. City populations are on the upgrade. There is a corresponding increase in employment. Payrolls are larger. TRANSITADS circulation is nearing all-time highs. Get the complete story on this splendid opportunity in America's leading cities and markets from your National TRANSITADS man now.

Today's
NO. 1 OUT-OF-THE-HOME
Medium

National **TRANSITADS** Inc.

CHICAGO—400 N. MICHIGAN AVENUE

NEW YORK—366 MADISON AVENUE

Offices in 23 Principal Cities

NOVEMBER 1, 1942

[61]

Item	Nov.* Dec.	Dec. Jan.	Jan. Feb.	Feb. Mar.	Mar. Apr.	Apr. May	May June	June July
Kitchen Klen'zr	1	1	1	1	1	1	1	1
Climalene	4	3	4	4	4	2	2	2
Old Dutch	2	4	2	2	2	3	3	3
Bon Ami	6	5	5	5	5	5	4	4
Bab-O	5	6	6	6	6	4	5	5
Sunbrite	3	2	2	3	3	6	6	6
20 Mule Team ..	7	7	7	8	7	8	8	7
Gold Dust	8	8	8	7	8	7	7	8

*Store checks are made every month, between the 10th and 20th, so there are approximately 15 days of each month covered by the inventory. This accounts for the designation, Nov.-Dec., Dec.-Jan., etc.

the storerooms of the grocery stores, for example, is one breakfast food in sufficient quantity, at the present rate of sales, to last for 79 months or more then six and a half years. It's the result of the stores being loaded through a special deal.

A nationally advertised bath soap is stored in basements in sufficient quantity to last for 72 months, or six years, at the current rate of movement. One prepared flour won't have to be re-stocked for 27 months; a well-known guest soap for 24 months; a breakfast food for 32 months and another for 13 months; a cleanser for 34 months and another for 14 months; one widely known laundry soap, for 20 months; a canned shortening, 12 months.

At the other extreme, 53 products were stocked so meagerly that at the current rate of sale the stocks were sufficient to last only one month or less. Retailers as a rule blame "deals" for overstocking. Often they are left with no local sales campaign or advertising to assist them in moving the stuff. As it deteriorates in value they offer it at cut-rate sales. With unpleasant memories, they are slow to re-stock.

In laying out the survey, the *Post-Tribune* had the assistance of the Ross Federal Research Corp. and the merchandise inventory staff of the New York *World-Telegram* device was given also by executives of advertising agencies.

The grocery items checked come under the following heads: Cold cereals, hot cereals, packaged laundry soaps, bar laundry soaps, toilet soaps,

cleaning and scouring compounds, coffee, flour (all purpose), flour (prepared), shortenings, canned spice luncheon meats.

Starting with the 24 cooperating stores, the *Post-Tribune*, by checking the size of other stores, counting the number of clerks employed, and checking the delivery service as best it could, extended its estimates. It then asked each store to reveal its volume of business. Eighty percent gave the figures. With its experience, based on a study started more than a year ago, Mr. Hubbard felt that the publication had a very "close picture" of the real turn-over.

The specific figures are accumulated on the basis of a monthly average and the report is made monthly. Manufacturers, if they desire, may learn how their products and those of their competitors are moving. The writer, for his own information, checked the report on the eight fastest moving cleansers, reducing the sales to the terms of a horse race as, start, half, and finish. See the chart above for their ranks.

In checking individual stores as to the number of units of the item in stock as against the current rate of sales of the item, the *Post-Tribune* revealed some truly fantastic figures. See the chart below for examples.

Those, of course, are the "bad" examples. A happier one: A store is selling 101 11-oz. packages of Kellogg's Corn Flakes with only 48 packages in reserve. In numerous instances only a few days stock was on hand, especially among the fast movers.

The *Post-Tribune's* survey also gives

Item	One store		Supply on hand to last, months
	Max. stock units	Movement units	
A cleanser	1,425	18	79
A soap	870	3	290
A prepared flour	127	1/2	254
A breakfast food	79	0	Forever
A shortening	288	16	17
A canned luncheon meat	98	2	49

another important check of value to advertisers. This is the number of stores out of the typical 24 checked that carry the manufacturer's item. Here are some comparative findings:

Item	No. stores stocking
A cleanser	24
Another cleanser	5
A soap	20
Another soap	5
A prepared flour	23
Another prepared flour	7
A cold breakfast food	24
Another cold breakfast food	3
A hot cereal	23
Another hot cereal	1
A laundry soap	23
Another laundry soap	1

In other words, it boils down to the fact that some merchandisers are doing an outstanding job in getting distribution in the Gary area while others are doing little or nothing; some have aggressive sales and promotion in the area while others are asleep.

The 424 stores of which the 24 store check is presumed to give a reasonably accurate cross-section are classified as follows: Independents, 312; voluntary chains, 41; corporate chains, 21; delicatessens, 50.

Research Proves the Point

The picture in Gary is changing swiftly which, probably, increases the value of a month-by-month study of its merchandising habits and power. How fast the picture is changing might be judged by these facts:

New plants and those being expanded will require an estimated 10,000 more workers by the end of the year. A large proportion of these will be women, maybe 6,000 to 7,000. It is expected that the draft will take 6,000 men workers by June 1 next. Women now employed in the mills, ordnance plants, retail stores and professional offices, about 9,000. Women are being trained for specific jobs in the steel mills and estimates now indicate that 4,100 of them can find jobs formerly filled by men.

Mr. Hubbard reports that the check-ups his department has made have been used to produce various types of advertising for the *Post-Tribune* other than foods. Among the classifications are advertising for beer, railroads, and institutional. The reports are available to agencies and advertisers.

"We've used our merchandise inventory system in a number of cases," Mr. Hubbard remarked, "to prove that the Gary market is a lot bigger than the wholesale sales of Gary wholesalers. We've opened the eyes of a number of sales managers by showing them their sales and the ranking of their products in this area."

Wartime Advertising Aids Nation, Sponsors

(Continued from page 26)

magazine series for five of its bond whiskies together, in addition to separate brand advertising for these and other products. Fleischmann begins four liquor campaigns. Schenley introduces new whiskies and new names and formula for established brands. Kinsey Distilling Corp., Linfield, Pa., and Maryland Springs Distillery, Havre de Grace, Md., are among companies in this industry currently appointing agencies and planning campaigns.

With 500,000,000 gallons of whiskey in stock, America won't go dry for five years—unless the prohibitionists prevail.

To meet the prohibitionist efforts, two large liquor groups—Allied Liquor Industries and Conference of Alcoholic Beverage Industries—are starting to advertise. CABI will spend \$101,000 in a test campaign in newspapers of seven southern states in the next six months.

Wine advertisers, if anything, are more active than usual. California's Wine Advisory Board is using 275 newspapers and several magazines this Fall. Schenley starts a network program featuring Jack Pearl for Cresta Blanca wines. McKesson & Robbins starts to promote Santa Alicia wines and Canada Dry, I. V. C. wines. Larger campaigns have been launched, among others, by Petri, San Francisco, Urbana, Hammondsport, N. Y., and Engels & Krudwig, Sandusky, Ohio.

Cigarettes Continue Active

With sales expected to total 230,000,000,000 units in 1942, cigarette competition continues active. From a campaign based on *Reader's Digest* findings, Old Gold has doubled its annual sales rate, to more than 12 billion units. Philip Morris, meanwhile, rises to the 25 billion level. Camel, Lucky Strike and Chesterfield continue campaigns in several media. The newspapers this year lost a lot of Chesterfield and Camel lineage, but this has been met, in part, by schedules on Old Gold, Philip Morris, Dunhill and others. . . . Camel, Lucky Strike and Chesterfield all have gone full network with their programs on NBC and CBS. Pall Mall presents Gracie Fields in a Blue Network show. . . . Stephano Bros. introduces a new Rameses cigarette, and Axton-Fisher, in addition to modernizing Spud, launches All American and Lord London brands. Brown & Williamson

continues efforts for Avalon, Raleigh and Wings.

Cigar sales are climbing. . . . Several pipe makers began larger magazine campaigns this Fall. . . . Smoking tobacco brands are active. Mail Pouch begins its first network program and Model starts to supplement radio with newspapers.

The rubber, metal, textile and other shortages have stimulated the ingenuity of many consumer product manufacturers. . . . Men's socks, sweaters and shirts soon will be made of skimmed milk, and bark from California redwood trees may provide hats. . . . National Dairy started a magazine campaign this Fall for Aralac, a milk fabric, for children's winter clothes. . . . Several "foundation" concerns launch campaigns to show that women can be kept in line with less rubber, and Paris starts to promote suspenders with "non-elastic front." . . . Simmons, which formerly boasted of the "837 separate innersprings" in its Beautyrest mattresses, introduces for the duration the White Knight, made primarily of cotton, "without an ounce of critical war material."

Although the war has stopped home building, except for essential war housing, some repair and maintenance

campaigns continue. Paint and linoleum, for example, are still available. To meet the "heating situation," the insulation people apparently are increasing their advertising. National Mineral Wool Association ran its first newspaper advertisement in August. Anthracite Industries, Inc., resumes advertising, after a lapse of a couple of years and Blue Coal, among others, expands its efforts. Owens-Corning Fiberglas starts a magazine series on air filters for furnaces.

The messages change. Advertisers this year have used many million dollars' worth of space and time to promote War Bonds, recruiting, collection of scrap and conservation of many things.

The advertisers change. Some companies forgotten already, because they have not kept their reputations alive in these rapidly-changing times. Others have stepped forward to make a place for themselves in the public consciousness and good will.

Habits and conditions change. From a land of plenty America has become a land of scarcity, in many of the things by which we judged our standards of living.

Advertising has proved it can help America meet these new situations.

Metropolitan Moments by Wisdom



"He says it's worth the trip from Mars to sip a Manhattan made with Calvert Reserve"

Yes, among the Seven Modern Wonders of this world, Calvert Reserve rates well up top. For this extra-quality whiskey has a subtle way of *blending with*—rather than overpowering—the other ingredients in mixed drinks. And its elusive "soft" flavor stirs the most critical palate to praise. Next time you order Manhattans, speak up for Calvert Reserve. . . . "the choicest you can drink or serve".

Calvert Distillers Corporation, New York City
Blended Whiskey: 86.8 Proof—65% Grain Neutral Spirits.

Sales Management High-Spot Cities

SALES MANAGEMENT's Research and Statistical Department has maintained for several years a running chart on the business progress of nearly 200 large cities. The ones shown in the following columns are those where, for the 12-month period ending 60 days ahead, retail sales should show the greatest increases.

Two index figures are given under "Retail Sales Index," and one volume figure. Under "Rate of Change" we first show the "City Index." A figure of 126.0, for example, means that retail sales in this city for the 12-month period ending on the designated date will show a probable increase of 26% over the similar 12-month period ending a year previously . . . the second column, "City National Index" relates that city change to the probable national change for the same period. A city may have a sizeable gain over its own past but the rate of gain may be less than that of the nation. All figures in the second column above 100 indicate cities whose gains are greater than that of the U. S. A.

Suggested uses for this index: (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials.



Retail Sales Estimates—12 Months Ending December 31

On this, and the following pages, are given SALES MANAGEMENT's preliminary estimates of retail sales for the calendar year 1942. These will undoubtedly be substantially the same city figures as will appear in the 1943 Survey of Buying Power but, of course, there will be revisions because no forward estimate can be as exact as one made after all of the facts are out.

Apparently the nation will have retail sales this year of \$59.67 billions as against \$54.29 in 1941—this, despite an almost complete shutting off of automobiles and many appliances. The gain over last year which, in the Spring was running well above 20%, will be about 10.5% by the end of the year.

As a special service this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of 12-months Retail Sales volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

The third column, called "Volume of Change," gives the dollar and cents gain in retail sales for the same period as is used in the index columns.

Readers who wish to determine the total volume of retail sales for the 12 months ending on the designated date of the year preceding (1941) should use this formula:

$$\frac{\text{Gain in millions}}{\text{Percentage gain}} \times 100 = \text{Total retail sales volume}$$

To secure probable volume for 12 months ending *this year*, add gain in millions to quotient secured from above formula.

Example: City index of 126, and gain of \$52 millions; \$52,000,000 divided by 26 and multiplied by 100 equals \$200,000,000, which is total volume for period ending same date last year. Add \$52,000,000 and you get volume of \$252,000,000, as expected total for 12 months ending 60 days hence.

All cities in this table should show a gain in retail sales for the year ending December 31.

Three primary points should be kept in mind in studying these tables:

1. How does the city stand in relation to its last year figure? If the "City Index" is above 100, it is doing more business than a year ago.

2. How does the city stand in relation to the nation? If the "City-National Index" is above 100 it means that the city's retail activity is more favorable than that of the nation as a whole.

3. How big a market is it? The dollar volume reflects quantity of sales. In the tables readers will find many medium-sized cities with big percentage gains but small dollar gains, many big cities with small percentage gains but big dollar gains.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with gains equaling or exceeding the national gain.

San Diego, Cal., Portland, Me., and Mobile, Ala., continue to lead the major cities of the country in city national indices. The most outstanding jump of the month is Colorado Springs, Colo., where unprecedented activity shoots it well up. The other 11 leading cities are: Augusta, Ga., 123.0; Long Beach, Cal., 120.2; Wichita, Kan., 118.9; Portsmouth, Va., 117.2; Seattle, Wash., 117.0; Sheboygan, Wis., 117.0; Passaic, N. J., 115.1; Tacoma, Wash., 114.9; Oakland, Cal., 114.3; Sioux Falls, S. D., 114.1 and New Britain, Conn., 112.1.

RETAIL SALES
(12 months ending December 31, 1942, compared with December 31, 1941)

	Rate of Change		Volume of Change
	City Index	National Index	Gain in Millions
U. S. A.	110.5	100.0	\$5,562.00
Alabama			
★ Mobile	150.0	135.7	25.20
★ Birmingham	123.0	111.3	34.75
★ Montgomery	113.4	102.6	5.45
Arizona			
★ Phoenix	119.8	108.4	11.75
★ Tucson	115.1	104.2	4.65
Arkansas			
★ Fort Smith	122.7	111.0	4.75
★ Little Rock	113.5	102.7	7.05
California			
★ San Diego	155.0	140.3	82.50
★ Long Beach	132.8	120.2	36.25
★ Oakland	126.3	114.3	62.35
★ Stockton	115.4	104.4	7.35
★ Berkeley	113.2	102.4	6.85
★ Los Angeles	112.5	101.8	121.25

SALES MANAGEMENT

LOOK

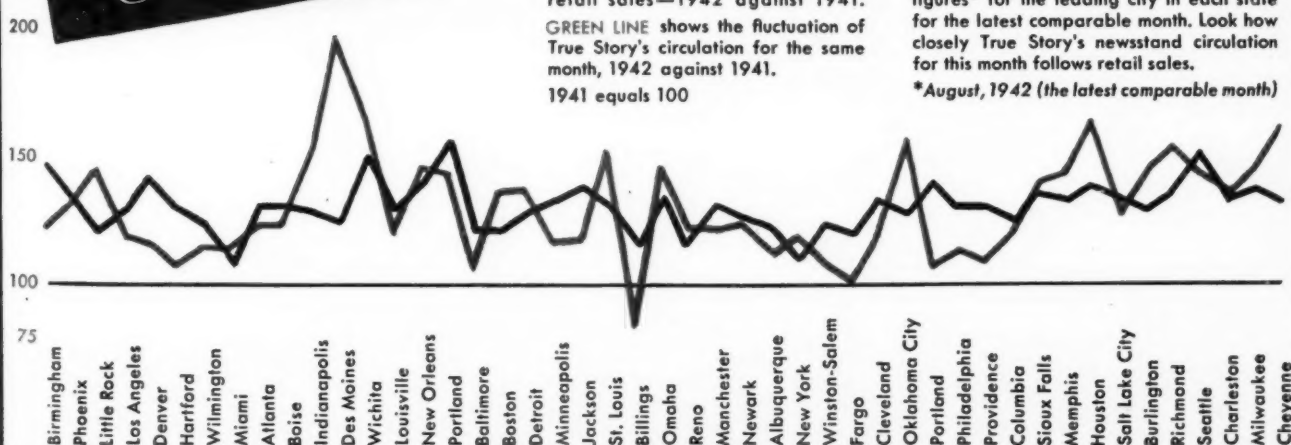
HOW

True Story

CONCENTRATES

YOUR
ADVERTISING
IN...

*Sales Management
High-Spot Cities*



These 2 TRUE STORY "Exclusives" do this for YOU!

1. Reaches More Wage Earners Than Any Other Magazine Published.
2. Follows the Payrolls with the Largest Newsstand Proportion of Any Major Magazine.

MONTH by month, Sales Management's High-Spot Cities show you where America's buying power is greatest...help you place your selling and promotion efforts where they will do the most good.

But—your magazine advertising must be planned weeks in advance, and new "high-spot" cities CAN'T WAIT! Think what an advantage to have your magazine advertising dovetail with shifting markets—*automatically*.

Using True Story is one sure way to get extra advertising coverage when sales in hot markets take unexpected leaps. For True Story is the *only* big magazine edited for Wage Earners—the families who *make* "high-spot" cities high. And True Story follows the payrolls with the largest percent of newsstand circulation of any major magazine. Every month we move True Story and your ads from slow to fast retail areas.

These exclusive True Story advantages, and 4 more, can help you make more sales in 1943!

4 OTHER TRUE STORY "EXCLUSIVES"!

- 1 HIGHEST AD READERSHIP—more advertisement readers per dollar than any other magazine.
- 2 HIGHEST FAMILY PASS-ON—two major surveys put True Story ahead of any magazine—weekly or monthly.
- 3 ONLY NON-DUPLICATED AUDIENCE—4 out of 5 True Story readers read no other "service" monthly.
- 4 READ MOST THOROUGHLY—the average True Story story is read by 70.3% of the people who buy the magazine.

October Issue
Newsstand Circulation

**1/2 MILLION
OVER 1941**

2,000,000 per
issue Guaranteed

True Story 43¢ Best Buy!

Edited for Wage Earners—the families who get 69¢ of every dollar spent to win the war!

RETAIL SALES
(12 months ending December 31, 1942, compared with December 31, 1941)

	Rate of Change	Volume of Change	
City	City-National Index	Gain in Millions	
California (Cont'd.)			
★ San Jose ...	112.3	101.6	7.10
★ Fresno	111.2	100.6	7.70
★ San Francisco	110.9	100.4	50.15
Pasadena ...	105.5	95.5	3.65
Sacramento ..	104.1	94.2	4.70
San Bernardino	103.8	93.9	1.30
Santa Barbara	102.6	92.8	.65
Colorado			
★ Colorado Springs ..	140.0	126.7	9.45
★ Denver	113.0	102.3	27.65
Pueblo	104.6	94.7	1.20
Connecticut			
★ New Britain .	123.9	112.1	9.85
★ Hartford ...	123.7	111.9	38.40
★ New Haven .	116.3	105.2	19.25
★ Waterbury ..	115.6	104.6	10.15
★ Bridgeport ..	115.1	104.2	15.80
Stamford ...	109.0	98.6	3.75
Delaware			
Wilmington .	106.2	96.1	5.65
District of Columbia			
★ Washington .	120.4	109.0	117.30
Florida			
★ Tampa	112.0	101.4	8.40
Jacksonville .	103.7	93.8	3.60
Miami	102.5	92.8	3.40
Georgia			
★ Augusta	135.9	123.0	12.90
★ Macon	120.2	108.8	8.20
★ Albany	117.9	106.7	2.65
★ Savannah ...	113.8	103.0	6.45
★ Atlanta	112.6	101.9	30.30
★ Columbus ...	111.6	101.0	4.65
Hawaii			
★ Honolulu ...	114.8	103.9	25.15
Idaho			
★ Boise	113.0	102.3	3.60
Illinois			
★ East St. Louis	123.4	111.7	8.40
★ Rockford ...	121.3	109.8	13.95

Illinois (Cont'd.)

★ Moline-Rock Island-			
E. Moline	114.4	103.5	7.20
★ Chicago	111.7	101.1	227.55
★ Peoria	111.3	100.7	9.40

Indiana

★ Indianapolis .	117.1	106.0	43.35
★ Fort Wayne .	116.7	105.6	12.90
★ Terre Haute .	113.4	102.6	5.95
★ Gary	110.9	100.4	6.75
Evansville ...	109.7	99.3	6.15
South Bend .	107.2	97.0	5.15

Iowa

★ Sioux City ..	120.8	109.3	10.45
★ Cedar Rapids	115.8	104.8	7.00
★ Des Moines .	112.4	101.7	12.05
Davenport ..	106.3	96.2	2.70

Kansas

★ Wichita	131.4	118.9	24.10
★ Kansas City .	114.7	103.8	6.65
Topeka	108.4	98.1	3.00

Kentucky

★ Louisville ...	118.3	107.1	35.70
Lexington ...	107.9	97.6	3.15

Louisiana

★ New Orleans	115.2	104.2	30.55
★ Shreveport ..	114.6	103.7	8.35

Maine

★ Portland	152.6	138.1	30.75
Bangor	108.6	98.3	2.30

Maryland

★ Baltimore ...	113.3	102.5	77.65
Cumberland .	109.3	98.9	2.85

Massachusetts

★ Worcester ...	115.8	104.8	19.75
★ Springfield ..	114.9	104.0	15.95
★ Holyoke	113.6	102.8	4.10
★ Fall River ..	112.6	101.9	7.10
Lowell	107.3	97.1	3.45
Boston	106.7	96.6	41.20
New Bedford	106.4	96.3	3.65

Michigan

★ Battle Creek .	116.0	105.0	5.80
★ Jackson	115.2	104.3	6.35
★ Lansing	113.3	102.5	8.80
★ Bay City	111.8	101.2	3.70
★ Detroit	111.7	101.1	123.45
Kalamazoo ..	109.8	99.3	5.05
Grand Rapids	107.1	96.9	8.25
Saginaw	105.9	95.8	3.00
Flint	103.4	93.6	3.60

Minnesota

★ Minneapolis .	115.8	104.8	49.85
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Minnesota (Cont'd.)

★ St. Paul	113.5	102.7	27.00
★ Duluth	112.8	102.1	7.40

Mississippi

★ Jackson	117.7	106.5	5.90
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Missouri

★ St. Joseph ..	115.8	104.8	5.70
★ St. Louis ...	114.9	104.0	67.75
★ Kansas City .	111.7	101.1	32.80
★ Springfield ..	110.7	100.2	3.60

Montana

Billings	109.5	99.1	2.25
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Nebraska

★ Omaha	118.5	107.2	24.15
Lincoln	102.4	92.7	1.00

Nevada

Reno	108.7	98.4	2.70
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New Hampshire

★ Manchester ..	112.5	101.8	5.20
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New Jersey

★ Passaic	127.2	115.1	14.80
★ Camden	115.3	104.3	10.60
★ Newark	110.7	100.2	34.80
Trenton	108.7	98.4	7.40
Jersey City-			
Hoboken-			
Paterson ..	107.9	97.6	19.75

New Mexico

★ Albuquerque .	111.4	100.8	3.70
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New York

★ Elmira	123.3	111.6	8.25
★ Niagara Falls	121.1	109.6	9.65
★ Schenectady .	115.4	104.4	9.30
★ Utica	114.9	104.0	8.50
★ Jamestown ..	113.6	102.8	3.80
★ Buffalo	111.7	101.1	38.05
★ Syracuse	111.6	101.0	15.70
★ Rochester ...	111.2	100.7	23.85
★ Binghamton .	110.8	100.3	5.55
New York ..	105.5	95.5	202.95
Troy	105.3	95.3	2.25
Albany	101.7	92.1	1.55

North Carolina

★ Durham	117.1	106.0	5.70
★ Winston-Salem	113.6	102.8	5.10
★ Asheville ...	113.5	102.7	5.10
★ Charlotte ...	112.3	101.6	8.90
★ Greensboro .	111.4	100.8	4.35
Raleigh	110.5	100.0	3.65

North Dakota

★ Fargo	112.4	101.7	3.50
Grand Forks	109.1	98.7	1.35

Ohio

★ Akron	119.3	108.0	31.00
★ Cincinnati ..	117.8	106.6	57.70
★ Toledo	115.0	104.1	27.00
★ Dayton	114.6	103.7	23.40
★ Cleveland ...	113.8	103.0	87.00
★ Youngstown .	113.3	102.5	14.70
★ Canton	112.5	101.8	10.15
★ Columbus ...	112.0	101.4	25.85
★ Springfield ..	111.0	100.5	4.55
Zanesville ..	108.6	98.3	2.20
Steubenville .	104.4	94.5	1.55

**WHAT IS AMERICA'S STRONGEST RURAL
ADVERTISING MEDIUM?**

Farm Journal

OVERWHELMINGLY AMERICA'S LARGEST RURAL MAGAZINE... 2,600,000

RETAIL SALES
(12 months ending Decem-
ber 31, 1942, compared with
December 31, 1941)

	Rate of Change	Volume of Change
City- Index National Index	Gain in Millions	

Oklahoma

★ Tulsa	117.9	106.7	14.95
★ Oklahoma City	112.2	101.5	12.80

Oregon

★ Portland	121.7	110.1	54.30
★ Salem	118.2	107.0	5.00

Pennsylvania

★ York	118.0	107.1	7.70
★ Erie	117.3	106.2	12.25
★ Johnstown ..	113.4	102.6	6.80
★ Harrisburg ..	112.8	102.1	8.25
★ Philadelphia ..	112.5	101.8	132.50
★ Williamsport ..	112.0	101.4	3.70
★ Pittsburgh ...	111.0	100.5	55.00
Lancaster	110.5	100.0	4.85
Scranton	109.1	98.7	6.40
Allentown	108.9	98.6	5.65
Wilkes-Barre ..	108.4	98.1	4.35
Altoona	103.1	93.3	1.40
Reading	102.3	92.5	1.60

Rhode Island

★ Providence ..	120.2	108.8	38.00
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South Carolina

★ Greenville ..	123.1	111.4	8.75
★ Charleston ..	118.4	107.2	8.30
Columbia	107.9	97.6	3.85
Spartanburg ..	107.5	97.3	2.20

South Dakota

★ Sioux Falls ..	126.1	114.1	8.70
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Tennessee

★ Memphis ...	123.3	111.6	46.70
★ Chattanooga ..	120.3	108.9	14.95
★ Nashville ...	114.0	103.2	14.85
★ Knoxville ...	112.4	101.7	8.50

Texas

★ Fort Worth ..	121.3	109.8	24.55
★ Wichita Falls	120.0	108.6	6.05
★ Dallas	119.1	107.8	43.00
★ Waco	118.7	107.4	5.70
★ Houston	118.6	107.3	46.60
★ Beaumont ...	113.3	102.5	5.25
★ San Antonio ..	112.4	101.7	16.20
★ Austin	112.3	101.6	5.35
Galveston	107.3	97.1	2.05
El Paso	105.0	95.0	2.95

Utah

★ Salt Lake City	115.6	104.6	15.05
★ Ogden	114.7	103.8	4.05

Vermont

Burlington ..	109.9	99.5	2.20
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Virginia

★ Portsmouth ..	129.5	117.2	6.75
★ Norfolk	122.9	111.2	21.10
★ Richmond	115.7	104.7	21.95
Lynchburg	109.1	98.7	2.50
Roanoke	104.3	94.4	2.05
Newport News ...	103.4	93.5	.95

Washington

★ Seattle	129.3	117.0	92.30
★ Tacoma	127.0	114.9	22.35
Spokane	109.1	98.7	7.35

West Virginia

★ Charleston ..	112.5	101.8	7.45
Huntington ...	107.2	97.0	3.15
Wheeling ...	102.0	92.3	.95

Wisconsin

★ Sheboygan ..	129.3	117.0	8.55
★ Superior	121.5	110.0	4.50
★ Milwaukee ...	117.0	105.9	64.20
★ Manitowoc ...	115.0	104.1	2.50
★ Green Bay ...	112.5	101.8	4.25
La Crosse ...	108.0	97.7	1.95

Wyoming

Cheyenne ...	110.0	99.5	1.90
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Sales Management High Spot Cities, issue of October 10, 1942, places Akron's effective income per family at \$4,415.00. This is the highest figure of any city in the middle west, and the FIFTH highest of all cities in the United States.

Akron's city effective buying income for the 12 months ending September 30, 1942 is \$307,349,000 . . . a gain of \$65,000,000 over the same period in 1941.

Effective buying income for the Akron Trading Area for the 12 months ending September 30, 1942 is \$404,417,000 . . . an increase of 97.67% over the same period in 1938.

Latest city figures for Akron show a population of 278,903 with new increases reported daily.

Employment and payrolls now stand at a new all-time high, making Akron a market worthy of first consideration when planning your sales promotions.

You can reach all of Akron's ready-to-buy families, at one low cost, by taking advantage of the complete coverage offered by the

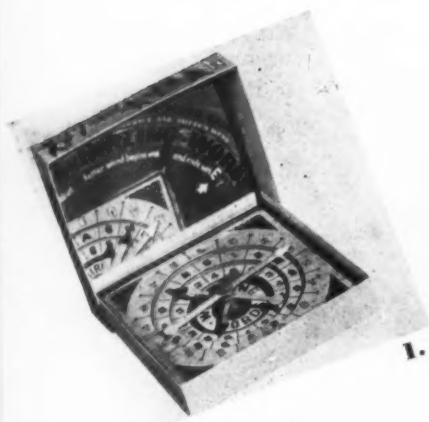
AKRON BEACON JOURNAL

Represented by STORY, BROOKS & FINLEY

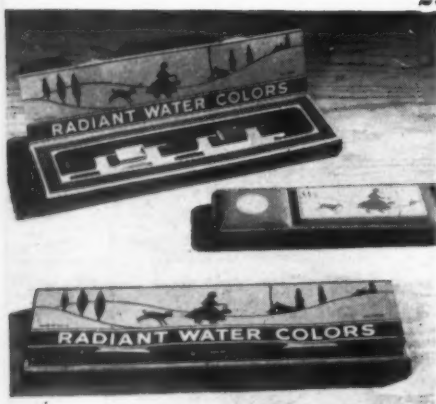
New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta

"HAPPY LANDING" place
for a pep-restoring rest on an inner-spring mattress in a noise-proofed, comfortable room... then a satisfying meal, and a fresh start.

HOTEL **Mayfair** ST. LOUIS
Over 50% of all rooms \$3.50 or less single



1.



2.



3.



4.



5.

Designing to Sell

There's a boom in games today. Wartime restrictions on gasoline and tires are causing the revival of old favorites such as checkers, dominos and chess, in addition to the creation of a whole new series of wartime games.

1. Whirling Words: A new game that makes the selection of words exciting; a scoring game that any number of persons can play. Substantially built, all wood construction. Packed in colorful carton with top-label mounted inside the cover to serve as a handy display.

2. From Tin to Paperboard: The traditional small water color set has joined the march of conservation of essential materials. The new box adopted by Art Crayon Co. utilizes an especially clever opening and closing device. A slight pull and the box is opened—a little pressure, and it is closed and locked.

3. Wartime World: Rand McNally & Co. introduce a Victory model world globe which is made entirely without the use of metal or any essential material. The globe is supplied

with a completely indexed ball, a wood axis rod, a wood separator and a wood base.

4. Mystery Record: Here's a race of fun and fury — this phonograph record has a horse-race recording on one side, a motorboat-race on the reverse, with full sound effects. No matter how often you play the record, the winners are rarely what you hope for. Complete with odd charts and betting board. From Home Game Equipment Co.

5. Spot-A-Plane: The firm of Koodin-Lapow Associates, industrial designers, turns a portion of its facilities to the creation of war-minded games which combine amusement with educational value. While playing Spot-A-Plane, the participant learns the general appearance and characteristics of the planes of the United Nations and of the Axis.

To SELL Detroit tomorrow,



On the roaring assembly lines of Detroit, men and women are pouring out the war materials that will help save America today.

In front of Detroit's war bond windows, these same men and women are pouring out the savings that will help rebuild America tomorrow. Indicative of this spirit is the fact that the National Bank-Detroit has sold more bonds than any other in America and that Detroit News carriers have sold more stamps than any other carrier organization in America.

Yes, the workers of Detroit are "all-out" in this war . . . backing their sweat and skill with their hard-earned cash . . . offering a vital, responsive market now . . . building a terrific backlog of purchasing power for the future.

To sell Detroit tomorrow, tell Detroit today — in the advertising columns of one of America's outstanding newspapers — THE NEWS.

When you use The News, your message to busy Detroit is read in the quiet of the Detroiters' home . . . for The News today — with its circulation at an all-time high — goes into 63.8% of all homes in Detroit taking any newspaper regularly! Fact is, you will join the best advertising company because The News is second in America in advertising volume.

The largest A.B.C. recognized
HOME-DELIVERED circulation of
all newspapers in America.

The Detroit News

THE HOME NEWSPAPER

Weekday Circulation 380,495 • Sunday Circulation 459,479

Owners and operators of Radio Stations WWJ and W-45-D-FM • New York: I. A. KLEIN, Inc. • Chicago: J. E. LUTZ

Designing to Sell



2.



3.



4.



1.

1. Plastic Tube: 2,200,000 pounds of tin march off to war, thanks to the development of a new collapsible tube, made of Lumarith, a Celanese plastic. The tube, manufactured by the Celluplastic Corp., looks the same and squeezes the same as a metal tube. It is tougher than tin and more resilient.

2. Counter Display: Protection for the production worker is emphasized in the new counter display adopted by Oneida Paper Products, Inc., for its package of Flav-O-Fresh sandwich bags. Display container by Robert Gair Co., Inc.

3. New Package: Lipton Tea appears on the market in brand new red and yellow packages, made entirely of non-priority materials. The color combination is traditional with the company, but the heightened tones and the improved typography create a totally different effect.

4. Old and New: D. B. Scully Syrup Co. converts to glass and improves on its old tin containers. Glass containers are easily opened by turning the cap, whereas the can required a pry-off tool; pouring from the jug or bottle is an easier and cleaner operation. Glass containers by Anchor Hocking Glass Co.

5. Bag-in-Box: Martinson's Coffee, long identified with the vacuum can, switches to a paper bag, lined with "Lamofilm." The bag is heat sealed and packed in a cardboard box, imprinted to resemble the can for display purposes.

**SO... NOW
I'M BACK**



FOR 30 YEARS, Reis' Little Conductor told subway passengers to change to Reis Underwear. When Reis changed media for a time, many New York dealers said they missed the little conductor and wondered when they would see him again.

In fact, 13 of 18 dealers, after a 3 years' lapse in car card advertising, of their own volition correctly quoted the wording of the campaign theme. Let Reis finish the story:

"We came back into the medium recently in a bigger way than ever before and proved to ourselves again that subway advertising creates good will and sells merchandise."

The episode demonstrates the remembrance power of subway advertising, built up through daily repeated reading by the overwhelming majority of New Yorkers who ride the subways.

May we tell you of some experiences as interesting as those of Reis?

ONLY SUBWAYS GIVE ALL SIX:

MAXIMUM COVERAGE—nine out of ten adult New Yorkers rode the subways in a typical month—even before gas rationing.

DAILY REPETITION—the average rider takes more than 26 trips a month.

PROLONGED EXPOSURE—average trip exceeds 23 minutes.

PACKAGE IDENTIFICATION—in full color.

POINT-OF-SALE INFLUENCE—stores are concentrated on subway routes.

ECONOMY—Cost in cars, 4.6c per thousand circulation; in stations, 1.9c per thousand.

**Say it fast! Say it often!
Show your product in the**

SUBWAYS

Media & Agency News

Agencies

A motor car conservation campaign, developed by Campbell-Ewald Co. of New York, Arthur Kudner, Inc., and Lennen & Mitchell, for the Advertising Council, is now being placed before automobile, oil, rubber and other industries and may be underwritten by them to the extent of \$12,000,000 a year. The campaign, it is said, has the blessing of the Office of Defense Transportation and other governmental agencies. It is intended to keep the nation's present cars running for the duration.

With "multiplying requests from Government departments for advertising aid," Advertising Council adds four advertiser and four agency executives to its board of directors: William Howard, R. H. Macy & Co., Stuart Peabody, Borden Co., Vernon Beatty, Swift & Co., Carleton Healy, Hiram Walker, Inc. Allen L. Billingsley, Fuller & Smith & Ross, Thomas D'A. Brophy, Kenyon & Eckhardt, Richard Compton, Compton Advertising, Inc., and William Reydel, Newell-Emmett Co.



George A. Huhn moves up to vice-presidency at Ruthrauff & Ryan.



And Luther H. Wood does the same at R. & R.

George A. Huhn and Luther H. Wood, for more than 15 years account executives with Ruthrauff & Ryan, have been elected vice-presidents. . . Harry Guest, for 14 years Cleveland representative of *Saturday Evening Post*, joins Meldrum & Fewsmith there as vice-president in charge of service. . . Thomas M. Quinn resigns as president of Dorland International to become executive vice-president of Irwin D. Vladimir & Co., New York. Walter S. Maas is elected president of Dorland. . . Ed Sherry, from J. Walter Thompson Co., is named copy chief of Grey Advertising Agency. . . Bert

D. Prager, from Benton & Bowles, is now radio director of Donahue & Coe. . . George Knoerr is now art director and production manager of Rose-Martin, Inc., New York, replacing Sidney Bruck, who joins the Army. . . Miss Helen Arnstein, formerly with Morton Freund Agency, New York, becomes a fashion account executive with Hillman-Shane-Breyer, Inc., Los Angeles. . . Proctor Mellquist, from J. Stirling Getchell, Inc., joins Botsford, Constantine & Gardner, Portland, Ore., office, in creative and contact work. . . Stanley Plumb, formerly in charge of advertising and traffic for Yosemite Park, is now with the plans department of Brisacher, Davis & Staff, Los Angeles office. . . Harold G. McCoy, formerly with N. W. Ayer & Son, joins Lewis & Gilman, Philadelphia, as public relations director.

Accounts: Schenley Distillers places the advertising of Schenley Reserve and Royal Reserve blended whiskies with Kleppner Co., New York, and of Golden Wedding straight whisky with Lord & Thomas. . . Kirkman & Son, soap products, Brooklyn, to Newell-Emmett Co. effective December 1. . . Edward G. Budd Manufacturing Co., Philadelphia, to Lewis & Gilman, there. . . A. P. W. Paper Co., Albany, tissue and towels, to Charles W. Hoyt Co. . . Chicago Rubber Clothing Co., Racine, Wis., to William H. Weintraub & Co., New York. . . Trailer Co. of America, Cincinnati, maker of Trailmobile, to Roy S. Durstine, Inc. . . Maryland Springs Distillery, Havre de Grace, Md., to E. T. Howard Co., New York. . . Oxford Paper Co. to Arthur Kudner, Inc. . . Mid-States Steel & Wire Co., Crawfordsville, Ind., to Keeling & Co., there. . . Industrial Electronics Corp., Newark, to Cecil & Presbrey, New York. . . Harold H. Clapp, Inc., New York, baby foods, appoints McCann-Erickson, Inc., San Francisco office, as special agency for the Pacific Coast area. . . Krippendorf-Dittmann Co., Cincinnati, maker of Foot Rest shoes, to Keelor & Stites Co., there. . . Chain of Tidewater Terminals, in six eastern cities, and C. Walker Jones Co., maker of Jomac work gloves, coveralls, etc., to Gray & Rogers, Philadelphia. . . Annette Jennings, Inc., Minipoo dry shampoo, to Wesley Associates, New York. . . Aperion Products, Boston, will promote Vigorettes, new wheat germ health wafer, through Hirshon-Garfield, Inc., Boston office. . . J. S. Ivins' Son, Inc., Philadelphia, baker of biscuits and crackers, to Richard A. Foley Agency, there. . . Manhattan Life Insurance Co., New York, to M. H. Hackett, Inc., there. . . U. S. Bobbin & Shuttle Co., Lawrence, Mass., to Horton-Noyes Co., Providence. . . N. I. Malmstrom Co., maker of Lanolin, to A. W. Lewin Co., New York.

Erwin, Wasey & Co. moves its London office to Brook House, Park Lane. . . Sherman K. Ellis & Co., moves its New York office to 247 Park Avenue. . . Robert S.

Conlan & Associates, Kansas City, opens a Dallas branch office, in the Republic Bank building, in charge of William L. Stout Jr.

Radio

The proof of the program is in the sales. This fact is re-emphasized in the renewal by Pet Milk Co. of two of its shows on CBS, through Gardner Advertising Co. In 1933, when Pet began to experiment with radio, its sales totaled \$15,682,833. The radio expenditure rose consistently. In 1937 Pet spent its entire consumer budget—\$537,094—in this medium. Last year, eliminating war and government contracts, Pet's sales totaled \$41,675,111.

WOR, New York, points out that 41 of its current sponsors have used the station for four consecutive years or more.

Blue network—with billings up about 25% this year—is plugging on sustaining broadcasts sponsored programs that appear later in the day. . . And CBS will launch, November 9, "Daytime Showcase," a Monday evening program to give night listeners "full-length, life-size samples" of daytime programs.

NBC reports that letters from listeners show a marked trend toward the serious side. Educators lead among those making public service queries—the number of them in September being 400% more than last June.

J. E. Campeau, CKLW's general manager, is elected v.p. of Mutual Broadcasting System.



J. E. Campeau, general manager of CKLW, Windsor-Detroit, is elected a vice-president of Mutual Broadcasting System. New directors, representing three stations which became shareholders and member stations of Mutual on October 1, are Hope H. Barrall Jr., executive vice-president of WFBR, Baltimore; I. R. Lounsberry, executive vice-president of WGR, Buffalo, and Leonard Kapner, president and general manager of WCAE, Pittsburgh.

William Burke Miller, NBC eastern program manager, also will serve as war program manager. . . John K. Churchill is appointed director of research of CBS. . . Robert Saudek, assistant to Edgar Kobak, executive vice-president of Blue network, becomes assistant sales manager of the Blue's eastern division. . . Harold B. Day, formerly promotion manager of *Popular Science*, joins the Blue's sales promotion staff. . . David S. Garland resigns as sales promotion director for WEEI and CBS in Boston to enter the Army. . . W. McGregor Parker is appointed to direct sales promotion and publicity for WBT, Charlotte. . . Harry O'Brien returns to CBS as art director on network promotion. . . Kevin Cronin, from New York *Mirror*, joins the New York sales staff of Joseph Hershey McGillvra. . . George J. Arkedis of the McGillvra staff joins the Navy. . . Stanley J. Wolf has been elected president and Arthur W. Alsberg vice-president of Rockhill Radio, Inc., following the resign-



WHO for Iowa Plus!
DES MOINES • 50,000 Watts

FREE & PETERS, Inc., National Representatives

BEAMED TO THE BOOMING CHICAGO WAR WORKERS' MARKET!

THE CHICAGO TIMES

Wages and employment for war workers in the Chicago area are at new all-time highs. The great buying power in this area now rests with the families of the skilled men and women who work with their hands as well as with their heads. These families have always possessed superior consumer strength through sheer weight of numbers. By virtue of earning the biggest income in their history, they now possess the greatest buying might.

On the basis of a recent survey made by Ross Federal Research, Inc., among workers at Chicago war plants, the TIMES reaches more of these families than any other evening newspaper. More than 97% of its circulation is concentrated in Chicago's 40-mile trading area, completely blanketing the significant war workers market.

This market of prosperous middle-class families with money to spend represents a golden business opportunity for you in the Chicago area. To acquaint it with your product, advertise in The TIMES, which is available at one of the lowest rates per thousand circulation for evening papers in the United States.

THE TIMES

CHICAGO'S PICTURE NEWSPAPER

NATIONAL REPRESENTATIVES

R. J. BIDWELL
SAN FRANCISCO

SAWYER-FERGUSON-WALKER CO.
NEW YORK DETROIT CHICAGO

N. ANGIER
ATLANTA

The Newspaper Chicago Trusts



nation of Joseph Tenenbaum and Ralph E. Schneider.

CALLING ALL TRAVELERS!
KEEP YOUR EXPENSES IN

BEACH'S
"Common Sense"
EXPENSE BOOKS

Get them from your stationer or write to
Beach Publishing Co., Detroit, Mich.
7338 Woodward Avenue

The BILTMORE Hotel
LOS ANGELES

★ In keeping with the traditions of Southern California, the **BILTMORE HOTEL**, largest and finest in Western America, invites you to enjoy its gay, festive, glamorous atmosphere to the fullest.

Dine and dance in the World-Famous 'Supper Club of the Stars'... The **BILTMORE BOWL**.

Luncheon in The **RENDEZVOUS**, the popular Biltmore 'Night Club in the Afternoon'. Visit the beautiful Biltmore **COFFEE SHOP**... the world's largest, most modernly equipped.

The BILTMORE HOTEL
LOS ANGELES

1,000 ROOMS • Singles \$4 to \$8
Doubles \$4.50 to \$10

Newspapers

Newspapers and newspaper associations are aiding the war effort in various ways—some of which were summarized at a war conference of Newspaper Advertising Executives Association in Chicago in October. Dr. Miller McClintock of Advertising Council, Inc., told the association that newspapers in 60 days published 18,000 war bond advertisements, many of them full pages. A coordinating committee to work with the Treasury on war bonds was formed, with Col. Leroy W. Herron, Washington Star, as chairman. . . N. A. E. A. also is engaged, with the Office of Price Administration, in a fight against inflation. This program, undertaken with retail stores, is directed by a committee headed by Donald M. Bernard, Washington Post.

N. A. E. A. initiated a program, through a committee headed by C. E. Phillips of the Rockford, Ill., Star and Register-Republic, to increase national advertisers' use of newspapers. The newspaper story will be presented to branch managers and distributors of national advertisers.

Donald M. Nelson, chairman of the War Production Board, has formed a Newspaper Industry Advisory Committee of 19 members to help solve the newspapers' wartime problems. Among these are manpower, materials and newsprint.

Total advertising lineage in newspapers of 52 major cities in September, reports Media Records, was 2.5% less than in September, 1941. General or national lineage gained 1.5% and classified was up 4.2, but other major groups declined—retail, 4.4; automotive, 16.8; financial, 28.4. . . For the first nine months of this year, total lineage in these cities declined 6.2%. Although retail gained 2% in this period, other major groups were off—general, 0.8; automotive, 55.4; financial, 14.4, and classified 9.8.

New York Sun issued a 20-page section, October 22, on "Women at War." . . . Newark News introduces a wedge-shaped sticker for placing over automobile speedometers, to hold speed within the "victory limit" of 35 miles an hour. . . Chicago Journal of Commerce appoints Thomas F. Mortell Jr., as New York representative.

Bureau of Advertising, American Newspaper Publishers Association, issues a promotion folder showing how newspaper advertising in 107 cities recently was used by P. Ballantine & Sons, brewer, to persuade customers to switch to the large bottle size, thus reducing the number of bottle caps necessary.

Magazines

Life will observe its sixth anniversary this month with circulation above the 4,000,000 mark. . . Meanwhile, in 21 years, Reader's Digest circulation mounts to 7,000,000. . . Parents' Magazine will increase rates, effective with the July, 1943, issue, based on a net paid yearly average circulation guarantee of two-thirds of a million. . . True Story had a gain of 500,000 copies in newsstand sales of the October issue from the same issue of 1941.

Advertising volume carried by weekly magazines in September was up about 16% from September, 1941, but general monthly and women's service magazines declined slightly.

In its 75th anniversary issue, in October, Harper's Bazaar led all women's magazines in lineage. . . Ladies' Home Journal had an increase of \$668,036 in dollar volume in the first 11 months of this year.

George V. Ramage, advertising director, is elected a director of Eton Publishing Corp., New York, publisher of Young America. . . Scholastic Magazines appoint S. C. Warden, Chicago, as Mid-West representative. . . Claude Hurd, from J. M. Mathes, Inc., is named art director of Woman's Home Companion. . . Charles R. Rhodes, recently with the Kansas City Star, joins Southern Agriculturist as Detroit manager, covering Michigan, Ohio and Indiana.

Sweet of Capper Papers Named to A.B.C. Board

Charles E. Sweet of Capper Publications, Topeka, was elected a director of Audit Bureau of Circulations at its annual meeting in Chicago, on the resignation of Marco Morrow of the Capper organization, who has been an A.B.C. director for 23 years. Other directors and officers, headed by P. L. Thomson, Western Electric Co., New York, were reelected.

The Signs of the future will come from Artkraft.

SIGNS OF LONG LIFE
by **ARTKRAFT**
SIGN CO., LIMA, OHIO

PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
Cortland 7-4836

WHAT MAGAZINE GIVES GREATEST PENETRATION OF THE NATIONAL FARM MARKET?

Farm Journal

OVERWHELMINGLY AMERICA'S LARGEST RURAL MAGAZINE... 2,600,000

MONTREAL
TORONTO
WINNIPEG

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER

THE **BISMARCK** CHICAGO'S DISTINCTIVE HOTEL

"KNOWN FOR GOOD FOOD"

SALES MANAGEMENT



HERE, THERE, EVERYWHERE?

Planning now for your usual Spring campaign? Expecting to introduce a new product? Making tests of your new advertising copy? Considering a new package?

Where will you concentrate your efforts? Here, there or everywhere?

The only accurate answers must be based on facts. A Ross Federal survey will give you a sound foundation on which to base your plans; it may prove an inexpensive way to prevent costly mistakes.

Talk to a Ross Federal man today about your plans for tomorrow.

FIRST with the Facts!

**ROSS FEDERAL RESEARCH
CORPORATION - 18 EAST 48th STREET, NEW YORK
AND 31 KEY CITIES FROM COAST TO COAST**

Comment

BY RAY BILL

FREE WHEELING. About ten years ago, the automobile industry introduced to the motoring public "free wheeling." By simply pressing a pedal or pushing a button, you could put your car out of gear and just "coast along."

It became quite popular with the motorist until he found out it was hard on his tires; it wore the brake-bands out; it was a strain on the engine—and it was dangerous. It did not take long for it to disappear from the market.

We find in business today an inclination to do a bit of "free wheeling"—riding along, owing to "curtailments"—or "war business," never taking into consideration the wear and tear that is taking place. Business is good—salesmen are satisfied with what they have. It is indeed sad for a salesman, or business, to be satisfied with "just coasting."

More effort—more concentration must be applied. Now is the time to be in gear—to keep under control—for sooner or later, this "war momentum" will end and heavy, steep grades will appear on the horizon of business.

The company whose salesmen are in gear—who have put effort and concentration on their territories, prospects and dealers; who have increased their knowledge of product, company and job are the men who will take the "grades" in a stride that will be both profitable and prosperous to themselves and the company they represent.

The comment you have just read came to us in the form of a letter from Alan H. Miller of Abbotts Dairies, Inc., Philadelphia. While not phrased in our own words, it stresses a point which we heartily endorse.

There is much danger, on the part of both business executives and governmental officials, in and out of uniform, in hastily concluding that sales and advertising effort can be largely eliminated for the sake of economy and all-out war effort. To us this is opportunist reasoning. While the majority of our effort goes into prosecuting the war, the minority must go into keeping business sufficiently profitable to finance a good part of the war and to *insuring a substantial employment after the war*. These objectives, especially the latter, will not be forthcoming if we let sales and advertising machinery either coast or grow rusty.

FINANCIAL WIZARDRY. The rate at which the national debt is rising causes many intelligent citizens to wonder what is going to happen, especially if the war lasts for many years. Foreign countries, including England, have carried a large war debt for many

decades without paying off much, if any, of the principal. At the present writing, it is held by some that the United States can build up a war debt of approximately 200 billion which can be carried without amortization at an interest rate of approximately 2%.

All this may be possible but it is not comfortable either in prospect or practice. Meanwhile, instead of following the policy which assures our paying a maximum of the war cost as we go along, we seem to be caught between two diametrically opposed lines of reasoning. One group works to minimize large incomes and profits during the war period on the grounds that this course is 1. A social necessity during wartime; 2. An important preventive against inflation, and 3. The best means of minimizing the net cost of the war.

The other group, while in favor of stabilizing prices, wages, etc., does not favor destroying large incomes, large profits or the incentives for those possessing managerial ability or special talents to seek large profits.

SM vigorously sides with this latter group. We feel pursuit of such a policy will do most to secure a maximum of 1. Wartime productivity; 2. Strategy and efficiency in the use of materials, mechanizations and manpower of all kinds, and 3. Resourcefulness in product development both for war use and civilian use during war times.

The profit-encouragement policy will also foster the kind of ingenuity which provides the best possible living standard under war conditions. If the incentive factor is left out this will not be equally true.

Finally, but not least important—the elimination of the profit incentive will lead us quickly, as a nation, to the very form of regimented economy which we are fighting the war to avoid.

The main point we wish to make is: All plans and policies of the Government should build to one course or the other. Our country should not continue to rely on an admixture of policies with resultant confusion and inefficiency. Here's hoping our Government, its armed forces and our people will sponsor and pursue the profit incentive policy in the interests of the nation and of its citizens. Via taxes, the Government can and does acquire the biggest part of large personal incomes and the biggest part of excessive corporate profits. Therefore, may the day soon come when both individuals and companies are commended by their Government for their ability to make money in an obviously minority way for themselves and in an obviously majority way for their country.